

# NON-DISCLOSE STATEMENT

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North Carolina General Statute 166A-2 requires Cabarrus County government to organize and plan for the protection of life and property from the effects of an emergency.

When needed, the Cabarrus County Commissioners may declare a “State of Emergency” as defined by Cabarrus County emergency management ordinance (Chapter 22, Cabarrus County Code of Ordinances) and State Statute 166A-8. Cabarrus County Commissioners will issue this declaration to protect the citizens and property within the disaster area and to assist the emergency response agencies in carrying out their duties. A town or city can independently declare a “State of Emergency” within its municipal limits in the event of a disaster, or by resolution, can sign off on a County “State of Emergency” declaration.

Prior to any disclosure, publication, public release, or sharing of information contained in this plan, the resources, contacts, databases, or any of the plan annexes and appendices, written permission must be obtained from Cabarrus County Emergency Management. Failure to obtain this required written permission and resultant unauthorized release may result in criminal fines and/or penalties.

## **Public Access to the Emergency Operations Plan**

Anyone may review this plan by contacting the Emergency Management Department and requesting access. Those parts of the plan that deal with the preparations for and response to terrorism are For Official Use Only and will not be made available to the public. Copies of the plan may be obtained from the Emergency Management Department at the fee charged by Cabarrus County for copies of public documents.



# STATEMENT OF APPROVAL

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The undersigned agree to the responsibilities assigned in the Cabarrus County Emergency Operations Plan. This document is formally recognized as the Cabarrus County Emergency Operations Plan.

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Chairman, County Board of Commissioners

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Date

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County Manager, Cabarrus County

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Date

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County Emergency Management Coordinator

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Date

Date of National Incident Management System /Incident Command System Adoption: January 24, 2005



# FOREWORD

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The Cabarrus County Emergency Operations Plan (EOP) addresses multiple hazards that could threaten our County and its citizens and supersedes all previous versions. The EOP uses a functional format and employs the National Incident Management System (NIMS), a nationwide standardized approach to incident management and response. NIMS establishes a uniform set of processes and procedures that emergency responders will use to conduct response operations.

This EOP establishes a framework of policy and guidance for County disaster preparedness, response, recovery, and mitigation operations. The EOP consists of the basic plan and 18 functional annexes. These annexes define responsibilities and actions of County government personnel during emergency situations. The definition of the missions of each response agency reduces confusion and conflict during emergency operations and significantly decreases vulnerability of the public and their property to hazards that develop in emergency situations. This EOP (and annexes) consider planning and response activities related to children, those with functional needs, household pets, and service animals.

This EOP meets the requirements of the Department of Homeland Security state and local planning guidance, and the legal responsibilities identified in North Carolina General Statutes, Chapter 166-A. This EOP provides all the necessary elements to ensure that Cabarrus County can fulfill its legal responsibilities for emergency preparedness.



# INSTRUCTIONS FOR USE

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It is intended that this plan, when implemented, be used by the Cabarrus County response organizations to maximize use of existing resources, organizations, and systems in their response to emergencies and disasters that could and/or have occurred in the County.

**Basic Plan:** Used by Chief Executives and Policy Officials. Provides the intent of the County government leaders in responding to emergency situations.

**Functional Annexes (Annexes):** Address the specific functions for use by the Operational Managers. Appendices provide additional information on selected topics covered in the annex.

All individuals with assigned responsibilities should be familiar with the entire plan; however, added emphasis will be given to those sections for which they are responsible. While all circumstances cannot be addressed, County personnel will use this plan to guide their actions for those things that do occur but are not specifically addressed in the plan.





## RECORD OF CHANGES

[illegible]



# RECORD OF DISTRIBUTION

Department or Agency
Cabarrus County Commissioners
County Manager
Deputy County Manager, Operations
Deputy County Manager, Administration
County Attorney
Active Living and Parks
Arena and Events Center
Board of Elections
Cabarrus Health Alliance
Planning and Development
Communications and Outreach (Public Information Officer)
Cooperative Extension
Emergency Management
Emergency Operations Center
Emergency Medical Services
Finance
General Services
Human Resources
Information Technology Services
Library System
Register of Deeds
Sheriff's Department
Sheriff's Department – Animal Control
Sheriff's Department – Communications
Human Services
Solid Waste Management

## RECORD OF DISTRIBUTION

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Department or Agency
Tax Administration
Transportation
Veterans Service
Volunteer Fire Departments
Allen VFD
Coldwater VFD
Flowe's Store VFD
Georgeville VFD
Midland VFD
Mt. Mitchell VFD
Mt. Pleasant VFD
Northeast Cabarrus VFD
Odell VFD
Rimer VFD
Enochville VFD
Gold Hill VFD
Richfield-Misenheimer VFD
City of Concord
City of Kannapolis
Harrisburg Fire Department
Cabarrus County Schools
Kannapolis City Schools
Mt. Pleasant Town Hall
Midland Town Hall
Carolinas Medical Center – NorthEast (CMC-NE)
Water and Sewer Authority
NC Forest Service
NC Highway Patrol

## RECORD OF DISTRIBUTION

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Department or Agency
NC EM Div Western Branch Office
NC EM Div Area 11 Coordinator
American Red Cross – Cabarrus Chapter
The Salvation Army
Cardinal Innovations Healthcare Solutions
Town of Locust



# Cabarrus County, North Carolina Emergency Operations Plan

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# Section 1

## INTRODUCTION

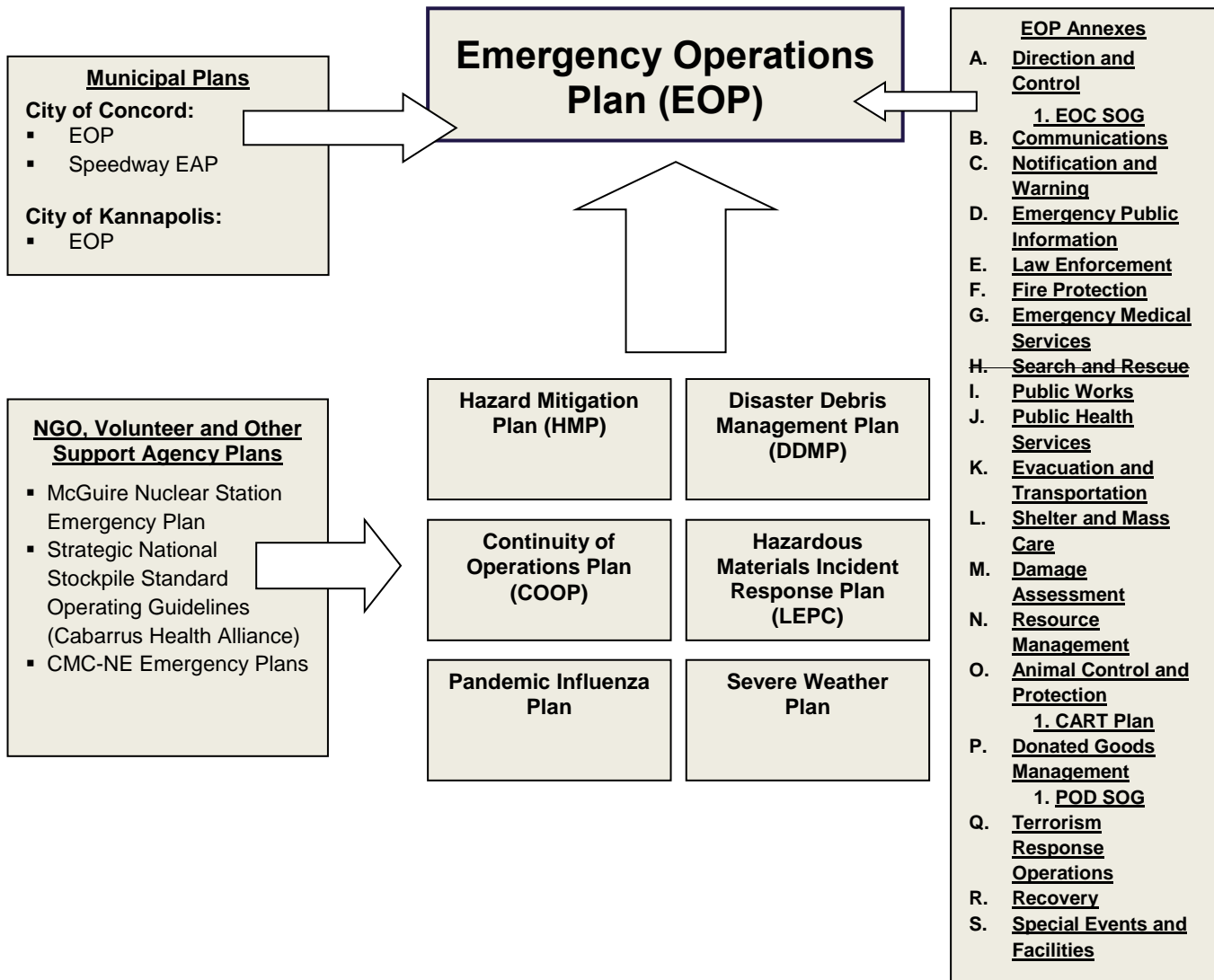
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The Cabarrus County (County) Emergency Operations Plan (EOP) establishes a framework for emergency planning and response in Cabarrus County. The plan adheres to the National Incident Management System (NIMS), which integrates the capabilities and resources of various municipal jurisdictions, emergency response disciplines, nongovernmental organizations (NGOs), and the private sector. Incorporating an all-hazards approach, the EOP can be partially or fully implemented in anticipation of or in response to any event requiring multi-jurisdictional or multi-discipline coordination. Selective implementation through the activation of one or more of the plan components allows maximum flexibility in meeting the unique operational and information-sharing requirements of the situation at hand. The EOP, as the core operational plan for incident management, establishes county-level coordinating structures, processes, and protocols that will be incorporated into existing hazard-specific plans, policies, and procedures.

### 1.1 Purpose

This plan defines the actions that Cabarrus County government departments/agencies and selected nongovernmental organizations in Cabarrus County will take to reduce the vulnerability of people and property to a disaster and establish the ability to respond effectively to any emergency. The plan takes a comprehensive, countywide, all-hazards approach to incident management across all phases of emergency management, including prevention, preparedness, response, and recovery. The plan describes capabilities and resources and establishes responsibilities, operational processes, and protocols to help plan for and respond to both natural and human-caused hazards. The EOP serves as the foundation for the development of detailed supplemental plans and procedures to effectively and efficiently implement incident management activities and assistance in the context of specific types of incidents and events. A number of plans are linked to the EOP but remain as stand-alone documents in that they also provide detailed protocols for responding to routine emergencies. Stand-alone documents and plans are referenced throughout the EOP. Refer to exhibit 1-1 for a graphic identifying the Cabarrus County Emergency Management Program.

**Exhibit 1-1  
Cabarrus County Emergency Management Program**



## **1.2 Scope**

In this document, incidents include actual or potential emergencies or all-hazards events that range from accidents and natural disasters to actual or potential terrorist attacks. They include events wholly contained within a single jurisdiction and others that are catastrophic in nature. It is not always obvious at the outset whether a seemingly minor event might be the initial phase of a larger, rapidly growing threat. The EOP incorporates standardized organizational structures that promote on-scene initiative, innovation, and sharing of essential resources drawn from all levels of government, NGOs, and the private sector. Response must be quickly scalable, flexible, and adaptable. The EOP is also intended to accelerate the assessment and response to incidents that may require state or federal assistance.

Cabarrus County provides the following services:

- Emergency Medical Services
- Law Enforcement (Sheriff)
- Emergency Management/Fire Marshal
- Human Services
- Communications (E-911)
- Planning and Zoning Services (Building Inspections / Flood Damage Prevention)
- Finance
- Tax Administration
- Register of Deeds
- Cooperative Extension services
- Animal Control (Sheriff)
- Veterans Service
- Elections Administration
- Education / Public Instruction; School Buildings / Grounds
- Library
- Active Living and Parks (Senior Services)
- Landfill/Recycling
- Transportation Service
- Economic Development

Cabarrus County provides additional services by contract or agreement with these outside agencies or organizations:

- Cabarrus Health Alliance (public health services)
- Cardinal Innovations Healthcare Solutions (formerly Piedmont Behavioral Health; mental health services)

- Volunteer Fire Departments
- Water and Sewer Authority of Cabarrus County (WSACC)
- American Red Cross (Emergency Shelter Operations)
- Private contractors provide sanitation services for unincorporated areas in Cabarrus County

The plan is applicable to all departments, agencies, and organizations with identified roles and responsibilities. Local jurisdictions participating in the development, implementation, and maintenance of this plan as well as the services they provide are listed below:

- City of Concord: Law Enforcement, Fire and Life Safety, Electric Utilities (ElectraCities Member), Public Works, Sanitation and Recycling (Contracted), Communications, Airport Operations, Parks and Recreation, Public Housing, Community Development.
- City of Kannapolis: Law Enforcement, Fire and Life Safety, Public Works, Sanitation and Recycling (Contracted), Communications, City Schools, Parks and Recreation.
- Town of Harrisburg: Fire and Life Safety, Water and Sewer, Sanitation and Recycling (Contracted), Street Maintenance; Law Enforcement is provided through the Cabarrus County Sheriff's Department.
- Town of Mt. Pleasant: Fire and Life Safety, Water & Sewer, Sanitation and Recycling (Contracted), Street Maintenance; Law Enforcement is provided through the Cabarrus County Sheriff's Department.
- Town of Midland: Contracts for services with Cabarrus County or other contractors; Public Safety is provided by the Volunteer Fire Department and Law Enforcement is provided through the Cabarrus County Sheriff's Department. The Town of Midland also has some private service providers they contract with.
- Town of Locust: Contracts for services with Cabarrus County or other contractors; Public Safety is provided by the Volunteer Fire Department and Law Enforcement is provided through the Cabarrus County Sheriff's Department.

## 1.3 Situation and Assumptions

This section of the EOP describes the geographic and demographic characteristics and hazard considerations unique to Cabarrus County. It also describes specific planning assumptions regarding preparedness, response, recovery, and mitigation that were taken into consideration during the development of this plan.

### 1.3.1 Demographic and Geographic Characteristics

#### Demographic Characteristics

Cabarrus County is located in the Southern Piedmont region of North Carolina. It is bordered to the west by Mecklenburg County, to the southeast by Union County, to the north by Rowan County, to the northwest by Iredell County, and to the east by Stanly County. Cabarrus County is just north of the state line with South Carolina and the City of Charlotte. There are six municipal areas in Cabarrus County: Concord, Kannapolis, Mt. Pleasant, Harrisburg, Midland, and Locust.

Cabarrus County is located in Area 11 of the Western Branch, North Carolina Division of Emergency Management and in Federal Emergency Management Agency (FEMA) Region IV. Cabarrus County is also home to the Concord Regional Airport, Charlotte Motor Speedway, and Concord Mills, which is the biggest tourist attraction in the state. In 2010, the U.S. Census Bureau estimated Cabarrus County's population at approximately 178,011. Cabarrus County seat is the City of Concord.

Some susceptible populations within Cabarrus County can be identified using census data. Over 7 percent of the population is under 5 years old and another 11.5 percent is over 65 years old. Over 9 percent of the population speaks a language other than English at home. Nearly 3,000 people in Cabarrus County receive Medicaid for Disabled Adults and/or Medicaid for the Blind. This plan works to incorporate and consider vulnerable populations and residents into the planning process. Refer to the University of North Carolina at Chapel Hill study on vulnerable populations for additional information.

### **Geographic Characteristics**

Major traffic arteries:

- Interstate Highway I-85: Runs northeast-southwest through northwest section of Cabarrus County.
- US Highway 29: Runs north-southwest through the central section of Cabarrus County.
- US Highway 601: Runs north-south through the central section of Cabarrus County.
- NC Highway 200: Branches off US 601 through the southeastern corner of Cabarrus County.
- NC Highway 73: Runs east-west through the central part of Cabarrus County.
- NC Highway 49: Runs northeast-southwest through the eastern half of Cabarrus County.
- NC Highway 24/27: Runs east-west through the southern side of Cabarrus County.
- NC Highway 52: Runs northwest-southeast through the northeastern corner of Cabarrus County.
- Kannapolis Parkway: Passes Kannapolis to the west and links up with George Lyles Parkway in Concord at I-85.
  - Plans exist to expand the road to NC Highway 49 through the western section of Cabarrus County.
- NC Highway 3: Begins in Concord, runs north to Kannapolis, then west-northwest out of Cabarrus County towards Mooresville.

Railroads:

- The North Carolina Railroad: Runs north to south through the middle of Cabarrus County. This dual track railroad passes through the municipalities of Kannapolis, Concord, and Harrisburg. Norfolk Southern Railway has contracted with the North Carolina Railroad (NCRR) for rights to haul freight on this line. The NCRR operates daily passenger service, which stops in Kannapolis.

## Section 1

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- The Aberdeen Carolina and Western Railroad operates the east-west rail line through the southern corner of Cabarrus County, passing through the community of Midland. This line carries short-haul freight traffic.
- CSX operates the rail line that runs through the northeast corner of Cabarrus County. This line carries freight traffic along the Highway 52 corridor.

### Gas pipelines:

- Two large and two smaller pipelines run through Cabarrus County. The Plantation Pipeline Company and the Colonial Pipeline Company both have lines that carry hydrocarbons through the northwest section of Cabarrus County.
  - The Plantation pipeline runs under the northern end of Coddle Creek Reservoir (section north of Mooresville Road).
  - North Carolina Natural Gas has a pipeline that runs southeast from the Plantation pipeline generally along the Mecklenburg-Cabarrus County boundary line to Harrisburg. This line then traverses the southern side of Cabarrus County, passing north of Midland and exiting into Stanly County.
  - Republic Natural Gas has a spur line off the Colonial pipeline running northwest out of Cabarrus County.

### Water distribution:

- Local municipalities obtain their water supplies locally, which is then treated and distributed to residents.
  - The City of Concord receives raw water from the Lake Don T. Howell and Lake Fisher.
  - The City of Kannapolis receives raw water from the Lake Don T. Howell and pumps this into the main water supply at Kannapolis Lake.
  - The Town of Mt. Pleasant receives raw water from the Black Creek Run Reservoir.
  - The Town of Harrisburg purchases water from the Cities of Concord and Charlotte.
  - The residents of the Town of Midland either purchase water from the City of Concord or utilize wells.

### Aviation:

- The Concord Regional Airport, a general aviation facility, is located on Aviation Boulevard in the western section of Cabarrus County. It is immediately west and parallel to I-85. The facility has two runways, one 7400 feet and the other 7000 feet long.
- There are also several small private airfields in Cabarrus County.

### Potential/Regional Cascading Threats:

- Charlotte Motor Speedway and Drag Strip
  - During events at the Speedway, the area can become home to over 120,000 people for upwards of two weeks (May race weeks). Refer to the Speedway Emergency Action Plan managed by the City of Concord Fire and Life Safety for more detailed information.

■ **Concord Mills Mall**

- Concord Mills Mall is often the most visited tourist attraction in the state. During weekends before holidays, the mall can have upwards of 110,000 visitors per day. Refer to Annex S: Special Events and Facilities for more detailed information.

■ **McGuire Nuclear Plant**

- Cabarrus County is a host County for the reception and sheltering of evacuees from two sectors within the McGuire Nuclear Plant emergency planning zone. Refer to the McGuire Nuclear Station Emergency Plan for more detailed information.

■ **City of Charlotte**

- Any large-scale incident or event in the City of Charlotte will also likely impact Cabarrus County.
- Refer inquiries for additional information to Charlotte-Mecklenburg Emergency Management.

## 1.3.2 Hazard Analysis Summary

Cabarrus County is exposed to many potential hazards, all of which could cause damage, create casualties, and disrupt the community. These potential hazards are characterized as natural or human-caused. Cabarrus County hazards and possible impacts are fully described in the Cabarrus County Hazard Mitigation Plan, 2009. Exhibit 1-2 provides an overview of the hazards identified for Cabarrus County.

**Exhibit 1-2**  
**Hazard Identification and Likelihood of Occurrence**

Hazard	Likelihood	Potential Impacts
Severe Thunderstorms/Lightning	Highly Likely*	<ul style="list-style-type: none"> <li>▪ Loss of electricity</li> <li>▪ Damage to telephone/communications networks</li> <li>▪ Fire</li> <li>▪ Wind damage</li> <li>▪ Storm debris</li> <li>▪ Minimal mass care and feedings operations</li> </ul>
Tornadoes	Likely*	<ul style="list-style-type: none"> <li>▪ Damage to telephone/communications networks</li> <li>▪ Fire</li> <li>▪ Wind damage</li> <li>▪ Storm debris</li> <li>▪ Mass care and feedings operations</li> <li>▪ Multiple injuries and fatalities</li> <li>▪ Disruption of the road/highway system</li> <li>▪ Loss of facilities</li> <li>▪ Insufficient local resources to meet demands</li> <li>▪ Evacuation/reentry</li> <li>▪ Assistance to those with functional needs</li> <li>▪ Damage assessment</li> </ul>

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Hazard	Likelihood	Potential Impacts
		<ul style="list-style-type: none"> <li>Coordination of resources and donations</li> <li>Response to presidential/state disaster declaration</li> </ul>
Winter Storms	Likely*	<ul style="list-style-type: none"> <li>Extended loss of electricity</li> <li>Disruption of the road/highway system</li> <li>Damage to the telephone/communications network</li> <li>Loss of facilities (short-term)</li> <li>Storm debris</li> <li>Mass care and feedings operations</li> </ul>
Flooding	Likely*	<ul style="list-style-type: none"> <li>Multiple injuries and fatalities</li> <li>Disruption of the road/highway system</li> <li>Isolation of population within Cabarrus County</li> <li>Increased number of vermin/vectors (recovery)</li> <li>Loss of facilities</li> <li>Mass care and feedings operations</li> <li>Evacuation/reentry</li> <li>Damage assessment</li> <li>Coordination of resources and donations</li> </ul>
Drought	Likely*	<ul style="list-style-type: none"> <li>Mass care and feedings operations (minimal; water distribution)</li> <li>Failure of the water distribution system</li> </ul>
Hurricane/Tropical Storms	Possible*	<ul style="list-style-type: none"> <li>Damage to telephone/communications networks</li> <li>Wind damage</li> <li>Storm debris</li> <li>Mass care and feedings operations</li> <li>Multiple injuries and fatalities</li> <li>Disruption of the road/highway system</li> <li>Loss of facilities</li> <li>Insufficient local resources to meet demands</li> <li>Evacuation/reentry</li> <li>Assistance to those with functional needs</li> <li>Damage assessment</li> <li>Coordination of resources and donations</li> <li>Response to presidential/state disaster declaration</li> </ul>
Major Fire (large structural, wildland, forest)	Possible*	<ul style="list-style-type: none"> <li>Mass care and feedings operations (minimal)</li> <li>Multiple injuries and fatalities</li> <li>Loss of facilities</li> <li>Evacuation/reentry</li> </ul>
Hazardous Materials (spills/release)	Possible*	<ul style="list-style-type: none"> <li>Isolation of population within Cabarrus County</li> <li>Multiple injuries and fatalities</li> <li>Disruption of the road/highway system</li> <li>Evacuation/reentry</li> </ul>



Hazard	Likelihood	Potential Impacts
Mass Casualty/Fatality Incident	Possible*	<ul style="list-style-type: none"> <li>▪ Damage to telephone/communications networks</li> <li>▪ Mass care and feedings operations</li> <li>▪ Multiple injuries and fatalities</li> <li>▪ Disruption of the road/highway system</li> <li>▪ Loss of facilities</li> <li>▪ Insufficient local resources to meet demands</li> <li>▪ Evacuation/reentry</li> <li>▪ Assistance to those with functional needs</li> <li>▪ Damage assessment</li> <li>▪ Coordination of resources and donations</li> <li>▪ Response to presidential/state disaster declaration</li> </ul>
Bomb Threat/Explosion	Possible*	
Civil Disorder	Possible*	
Terrorism	Unlikely	
Aircraft Crash/Accident	Possible*	
Rail Accident	Unlikely*	
Fixed Nuclear Incident (Fifty Mile Ingestion Pathway for McGuire Nuclear Power Plant)	Unlikely	
Dam Failures	Unlikely	
Earthquakes	Unlikely *minor tremor	
Mudslides	Unlikely	

*Note: An asterisk indicates at least one occurrence in Cabarrus County.*

### 1.3.3 Planning Assumptions

This EOP has been developed based on the following assumptions and considerations:

- Disasters may occur at any time, with little or no warning, resulting in casualties, fatalities, property loss, disruption of essential services, and damage to basic infrastructure and the environment.
- Cabarrus County Government must continually plan for disasters and be prepared to conduct response and recovery operations utilizing local resources.
- Incidents and events are managed at the lowest possible organizational and jurisdictional level.
- Incidents and events may have significant regional impacts and/or require regional information sharing, resource coordination, and/or assistance.
- Incident management activities will be initiated and conducted using NIMS principles.
- Implementation of the Cabarrus County EOP will reduce or prevent the loss of lives and/or damage to property.
- Individual departments and agencies have developed internal response plans and procedures in accordance with their capabilities.
- County government officials are aware of the possibility that an emergency situation or disaster may occur and are familiar with their identified roles and responsibilities.
- The Cabarrus County Office of Emergency Management is responsible for the coordination of emergency planning and operations.



## Section 2

# CONCEPT OF OPERATIONS

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Cabarrus County utilizes the four phases of comprehensive emergency management to design and implement the Cabarrus County Emergency Management Program.



## 2.1 General

North Carolina General Statute 166A-2 requires Cabarrus County government to organize and plan for the protection of life and property from the effects of an emergency.

Cabarrus County provides many emergency services to the citizens of Cabarrus County on a daily basis. Some of the services overlap into city/town governments' jurisdictions. While the cities/towns within Cabarrus County provide many services to their citizens, they also depend on Cabarrus County for services such as building inspections, fire inspections, emergency medical services, social services, public health services, mental healthcare, shelters for those people evacuated from their homes, and emergency management.

When needed, the Cabarrus County Commissioners may declare a "State of Emergency" as defined by Cabarrus County emergency management ordinance (Chapter 22, Cabarrus County Code of Ordinances) and State Statute 166A-8. Cabarrus County Commissioners will issue this declaration to protect the citizens and property within the disaster area and to assist the emergency response agencies in carrying out their duties. A town or city can independently declare a "State of Emergency" within its municipal limits in the event of a disaster, or by resolution, can sign off on a County "State of Emergency" declaration.

Each city/town government in Cabarrus County will continue to provide services during emergencies. However, if city/town government's resources prove to be inadequate during emergency response operations, that municipality may request County resources to help maintain public services and other critical operations. There are city/town governments in Cabarrus County that will be able to remain completely functional without outside resources, but there are others that will be totally dependent on County resources.

To manage emergency response and recovery operations, Cabarrus County Emergency Management may activate an emergency operations center (EOC).

## 2.2 Alert and Notification

The Cabarrus County Sheriff's Department operates the primary dispatch center for County emergency services. The Communications Center operates on a continuous basis. The Communications Center dispatches Sheriff's Department personnel, Emergency Medical Services responders, and volunteer fire departments for the entire Cabarrus County area. The Cities of Concord and Kannapolis provide continuous dispatch services for their emergency services. Upon activation of the EOC, key personnel are notified to report to the EOC to support County response and recovery operations. For detailed information on alert and notification procedures, refer to Annex C: Notification and Warning.

## 2.3 Emergency Operations Center

Cabarrus County maintains a primary and alternate EOC. The EOC is designed to provide a facility in which government can continue to function and provide interagency coordination and executive decision making for managing disaster response and recovery operations. For detailed information on the Cabarrus County EOC, refer to Annex A: Direction and Control.

The EOC provides the following primary functions:

- Command and control of emergency response and recovery operations
- Communications and early warning
- Damage assessment and reporting
- Radiological monitoring and analysis
- Containment and/or control of hazardous material incidents or emergencies
- Dissemination of severe weather watches and warnings
- Coordination and planning with the State Fusion Center in Raleigh
- Actions to protect the health and safety of the general public, to include:
  - Public information, instruction, and directions
  - Evacuation of people from hazardous or damaged areas
  - Control of shelter operations

### 2.3.1 EOC Locations

Primary location:

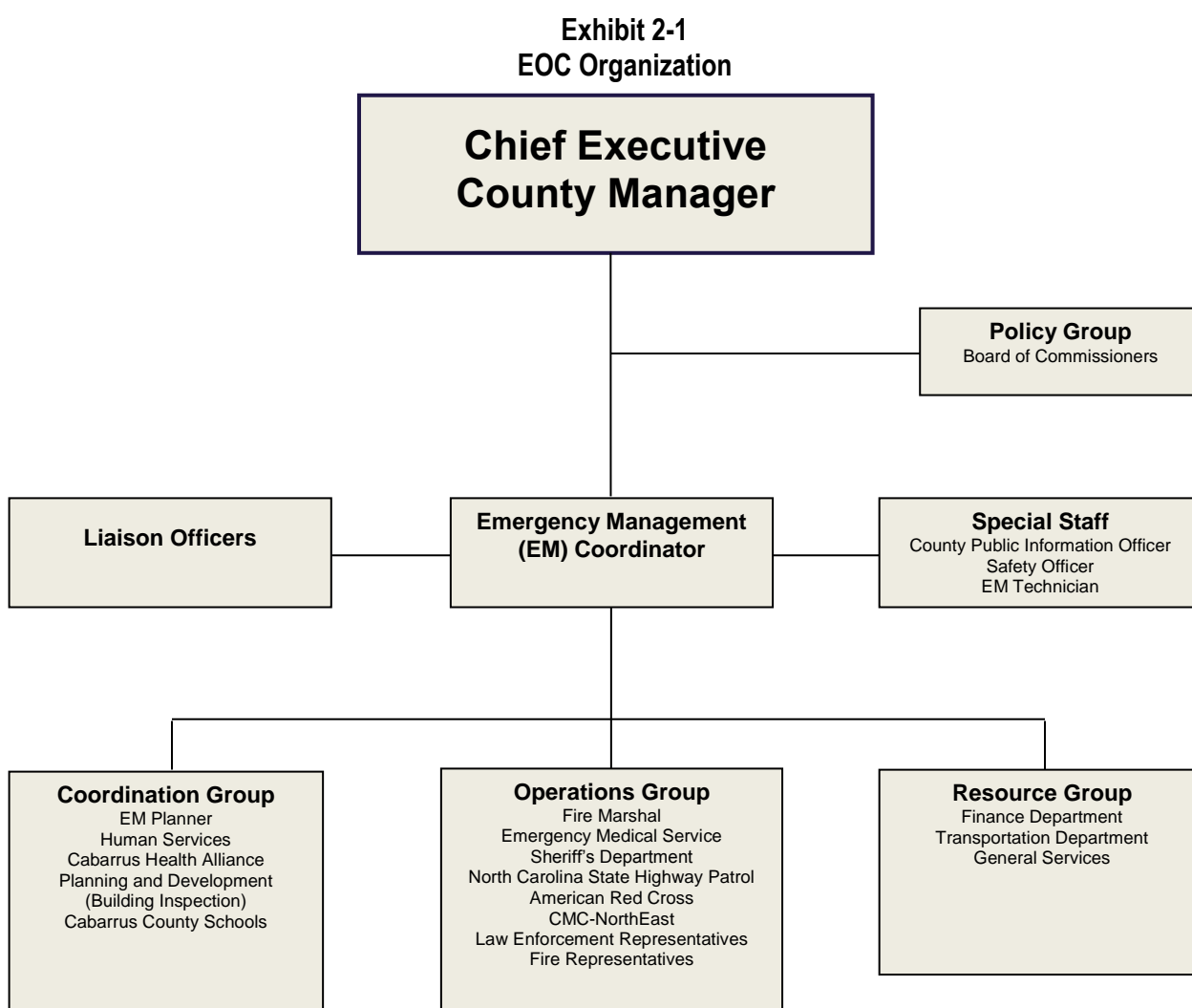
Sheriff's Department – 6<sup>th</sup> Floor  
30 Corban Avenue, SE  
Concord, NC 28025

Continuity Location 1:  
Human Services Department  
1303 S Cannon Blvd  
Kannapolis, NC 28083

Continuity Location 2:  
Cabarrus Arena and Events Center  
4751 NC Highway 49 North  
Concord, NC 28025

## 2.3.2 EOC Organization

The Cabarrus County EOC is organized using the structure below.



### 2.4 Requesting State and Federal Assistance

Once local resources are expended, Cabarrus County coordinates with adjoining counties for additional available assistance and resources using existing mutual aid agreements through the EOC. Additionally, Cabarrus County may obtain assistance from the North Carolina Emergency Management Division when local capabilities are exhausted.

Cabarrus County requests assistance through the Western Branch, North Carolina Emergency Management Division from the State EOC. If state resources have been exhausted, the North Carolina Emergency Management Division coordinates with Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA) to provide the needed resources and assistance using the Emergency Support Functions (ESFs) as described in the National Response Framework (NRF). Cabarrus County has linked critical County missions to corresponding ESFs.

When the demands of an emergency situation exceed the capacity of the local and state governments to respond, the federal government commits resources from various federal departments and agencies to assist.

During emergency situations, the governor appoints a state coordinating officer (SCO) to oversee state response and recovery efforts. Under the provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, a federal coordinating officer is appointed as the President's representative to coordinate overall delivery of federal assistance. The federal coordinating officer represents the FEMA administrator and coordinates federal activities in support of the state.

## Section 3

# ROLES AND RESPONSIBILITIES

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This section provides an overview of the roles and responsibilities identified for Cabarrus County (County) departments and agencies as well as other key state, federal, and private partners. This section identifies who is involved with the Cabarrus County Emergency Operations Plan (EOP) and what must be done to effectively respond to and recover from disaster.

## 3.1 Organization

The departments and agencies within Cabarrus County government have emergency functions and responsibilities in addition to their normal duties. Cabarrus County government does not close during emergencies, and all employees should report to work unless they are unable to travel to their workplace and/or instructed to stay home by a supervisor. Additionally, in some cases, County employees may be instructed to report to an alternate work location. Each department and agency is responsible for developing and maintaining internal emergency management and continuity procedures to support Cabarrus County EOP. Internal department and agency emergency plans and documents are identified in Attachment 1: Authorities and References. The County Manager and Department Directors may assign various tasks to County employees to support County response and recovery operations. These tasks may be very different from normal job requirements. Listed below are the specific duties and responsibilities for selected County government departments and agencies.

## 3.2 Assignment of Responsibilities

### 3.2.1 Primary Agencies

Primary agencies are those agencies identified with lead roles and responsibilities in one (or multiple) Cabarrus County EOP Annexes.

#### **Chairman, County Board of Commissioners**

- a. Assume executive direction of emergency operations and monitor the overall situation.
- b. As required, declare a State of Emergency at the county level.
- c. If needed, request assistance from state government agencies through the Cabarrus County Emergency Management Coordinator.
- d. Ensure that damage assessments and other necessary reports are forwarded to the North Carolina Division of Emergency Management.
  - i. Municipalities submit reports to the County Emergency Management Coordinator.

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e. In consultation with the members of the Board of Commissioners, carry out appropriate provisions of state general statutes, in addition to local ordinances relating to emergencies, as the situation requires.

### Primary and Support Roles

County Mission	Direction and Control	Public Information	Public Health	Evacuation	Shelter and Mass Care	Damage Assessment	Resource Management
National Response Framework	ESF 5 - Emergency Management	ESF 15 - External Affairs	ESF 8 - Public Health and Medical Services	ESF 5 - Emergency Management	ESF 6 - Mass Care, Emergency Assistance, Housing and Human Services	ESF 3 - Public Works and Engineering	ESF 7 - Logistics Management and Resource Support
Chairman, County Board of Commissioners	Primary Agency	Support Agency	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency

### County Manager

- Ensure that government agencies develop and maintain internal Standard Operating Guidelines (SOGs) to respond to emergencies. This includes review and revision of the procedures listed in the annexes to the Emergency Operations Plan (EOP).
- Ensure that exercises and tests of the emergency systems are conducted on a regular scheduled basis.
- Ensure that representatives from the various departments are designated to report to the Emergency Operations Center (EOC) upon activation to assist with direction and control.
- Develop a roster of key personnel who must remain on duty during an emergency or return subsequent to an evacuation to relieve other key workers.
- When directed, the County Manager acts on behalf of the Board of Commissioners in the control of emergency operations and the implementation of emergency policies/ordinances, as required.
- Monitor and approve the expenditure of funds to support emergency operations.
- Ensure all agencies (including the EOC) maintain administrative and financial records during emergency operations.
- Monitor the activities of the Cabarrus County Local Emergency Planning Committee (LEPC). Ensure that Chairman of the LEPC collects and maintains required reports from facilities having hazardous materials.
- Report to the EOC upon activation.



**Primary and Support Roles**

County Mission	Direction and Control	Public Information	Evacuation	Resource Management
National Response Framework	ESF 5 - Emergency Management	ESF 15 - External Affairs	ESF 5 - Emergency Management	ESF 7 -Logistics Management and Resource Support
County Manager	Support Agency	Support Agency	Support Agency	Support Agency

**Emergency Management**

- a. Cabarrus County Emergency Management is responsible for the planning, preparation, and execution of County emergency response operations. The Coordinator reports to the Chairman of the Board of Commissioners and the County Manager. The Coordinator performs assigned duties according to state statutes and local ordinances.
- b. Emergency Management has incorporated the National Incident Management System (NIMS) and Incident Command System (ICS) into all emergency planning and operations.
- c. Prior to emergency situations, the department develops plans and procedures to prepare the county for possible hazards. This includes:
  - (1) Develop, coordinate, and update the County Emergency Operations Plan (EOP) in accordance with State and Federal guidelines.
  - (2) The Emergency Management Coordinator serves as the Community Emergency Coordinator for Hazardous Materials as defined by SARA Title III. The Coordinator maintains liaison with the Facility Emergency Coordinators through the LEPC.
  - (3) Coordinate planning and response efforts with other county municipalities for incidents that could affect multiple jurisdictions.
  - (4) Establish and equip the County Emergency Operations Center (EOC).
    - i. Organize the EOC to provide the command, control, and communications for response operations on a continuous basis.
    - ii. Acquire maps, status boards and other display devices to assist command and control efforts.
    - iii. Obtain stocks of food, water, and other equipment necessary for the effective operations of the EOC and staff.
    - iv. Coordinate the use of the Sheriff's Department kitchen to feed EOC personnel during emergencies.
  - (5) Develop communications and information technology systems to provide primary and secondary communications systems to the EOC staff (both fixed and mobile, if necessary).
  - (6) Develop and implement a system to manage information during emergencies (including internal messages) and to disseminate it to other levels of government and non-government organizations.

- (7) Train emergency management personnel in all aspects of their duties and provide training opportunities to all personnel for professional development within their assigned areas of responsibility.
  - (8) Develop a reserve of trained radiological monitors to support radiological tracking operations within the county.
  - (9) Identify those personnel and agencies required to support emergency response operations.
    - i. Develop and maintain alert roster(s) of key county personnel that are notified and called to duty during emergencies. Develop contact list for city/town public safety agencies.
  - (10) Develop and maintain mutual aid agreements with local municipalities and neighboring jurisdictions to support county emergency operations.
  - (11) Analyze personnel and equipment requirements to meet potential hazards. Create and maintain a current inventory of available resources and facilities in the County that could be used to support emergency operations. This includes government and non-government assets that may be called in to assist county efforts.
  - (12) Identify and arrange the survey of potential shelter locations within Cabarrus County.
  - (13) Identify potential evacuation areas using the County's hazard analysis. Develop warning and evacuation procedures and exit routes. Include plans for the relocation of county residents into other jurisdictions.
  - (14) Identify those with functional needs or groups that will require assistance during an evacuation. Verify that any institutions housing those with functional needs have written evacuation and relocation procedures on hand.
  - (15) Develop a schedule to test and maintain the EOC facility and other emergency equipment.
  - (16) Coordinate exercises to test the emergency plans within the county.
- d. During emergency situations, the Emergency Management Coordinator acts as the EOC Manager coordinating county response operations. To accomplish these tasks the Emergency Management Coordinator/EOC Management performs the following duties:
- (1) Alert staff and activate the EOC when notified of impending or existing emergency situations. Plan for continuous operations.
  - (2) Contact General Services to maintain the Sheriff's Department generator for back-up power to the EOC.
  - (3) Maintain an operational journal/event log during the emergency. Monitor and authenticate reports to and from the EOC.
  - (4) Conduct scheduled briefings and periodic updates as required.
  - (5) Receive requests for assistance from municipalities and agencies within the County and direct aid to areas where needed. Set priorities for available resources and implement controls on these resources while restoring essential services.

- (6) As necessary, request additional assistance from the North Carolina Division of Emergency Management.
- (7) Disseminate information through Public Information Officer (PIO) during emergency situations. Assist the PIO in developing and maintaining a public information/education program.
- (8) Coordinate with the American Red Cross representative to activate reception and shelter areas within the county. Also, coordinate with adjoining counties for additional shelter support as needed.

e. After the emergency situation has subsided or passed, recovery operations begin. The Emergency Management Coordinator directs local recovery operations and coordinates the activities of private, State, and Federal agencies/organizations.

- (1) Train, equip, and deploy trained damage assessment teams during recovery operations.
- (2) Oversee recovery operations at hazardous materials incidents to insure the safety of the public and protection of the environment.
- (3) At the direction of the Chairman of the Board of Commissioners, initiate the return of evacuees to homes when safe to do so. Monitor the progress and modify evacuation procedures when needed.
- (4) Work with the Western Branch Office of NCDDEM to organize and equip DHS/FEMA Disaster Assistance Centers within the county.
- (5) Assist with identification and notification of applicants eligible for Public Assistance programs (Federal, State, and local government entities, private non-profit organizations, etc.).

f. In the event of an emergency involving the McGuire Nuclear Station, the existing response procedures remain in effect. The Emergency Management Coordinator serves as the principal contact for emergency notification of incidents involving the McGuire Nuclear Station and inform appropriate local officials. The Emergency Management Coordinator maintains contact with the Western Branch Office during a Fixed Nuclear Facility Incident. The Emergency Management Coordinator activates the EOC should the incident escalate to a Site Area Emergency or General Emergency.

### Primary and Support Roles

County Mission	Emergency Management is either a support or primary agency for each of the identified County Missions and ESF's
National Response Framework	
Emergency Management	

### County Fire Marshal

a. Analyze fire potential and plan for coordination of structural fire fighting operations throughout the County.

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- b. Serve as a technical advisor to county agencies and county leadership on potential hazards created by fires and hazardous materials accidents.
- c. Develop mutual aid agreements between all county fire departments.
- d. Prepare inventories of fire equipment and personnel.
- e. Report to the county EOC upon activation. The Fire Marshal is assigned to the Operations Group in EOC.
- f. Coordinate fire department operations and activate mutual aid agreements with surrounding counties or municipalities as needed.
- g. Coordinate additional support personnel to assist in traffic control and damage assessment operations.
- h. During recovery operations, conduct fire inspections of vital facilities and shelter sites.
- i. Supervises the County Radiological Monitoring Officer (RMO) during any emergency situation involving radioactive materials.
- j. Develop and maintain a Radiological Protection System in accordance with Federal/State laws and guidelines. Establish a distribution system for radiological protection equipment.
- k. Ensures that the RMO conducts annual training of key personnel involved with radiological monitoring or response.
- l. During an emergency situation involving the McGuire Nuclear Power Station the County Radiological Monitoring Officer performs the following duties:
  - (1) Establish and operate the County Reception Center.
  - (2) Provide radiological monitoring support to hazardous materials response teams as needed.
  - (3) Coordinate with the Public Information Officer (PIO) to prepare information briefings during radiological emergencies.

### Primary and Support Roles

County Mission	Direction and Control	Communications	Notification and Warning	Fire Protection	Emergency Medical Services	Search and Rescue	Evacuation	Damage Assessment	Resource Management
National Response Framework	ESF 5 – Emergency Management	ESF 2 - Communications	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 4 - Firefighting	ESF 8 – Public Health and Medical Services	ESF 9 – Search and Rescue	ESF 5 – Emergency Management	ESF 3 – Public Works and Engineering	ESF 7 – Logistics Management and Resource Support
Fire Marshal	Support Agency	Support Agency	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency

### Cabarrus Health Alliance (Public and Environmental Health)

- a. Report to the EOC upon activation. The Cabarrus Health Alliance (CHA) Director is assigned to the Coordination Group.

- b. Develop and maintain procedures for emergency public health operations during emergency operations.
- c. Coordinate activities to evaluate, detect, prevent, and control communicable disease, monitor waste disposal, and conduct vector/vermin control. If practicable, continue inspection of public restaurants/food handling sites during emergency situations.
- d. Maintain mutual aid agreements with surrounding counties to supplement local public health services support in emergency situations.
- e. Coordinate with laboratory facilities to assist with evaluation of potential contamination.
- f. Support shelter operations throughout the County. Inspect food, water, and sanitation facilities in shelters.
- g. Provide nursing staff to assist with medical care and medication needs in County shelters, as available.
- h. Eliminate public health nuisances and imminent hazards pursuant to G.S. 130A-19 and 130A-20.
- i. As required, exercise isolation and quarantine authority pursuant to G.S. 130A-145.
- j. Coordinate with the County Public Information Officer (PIO) on emergency health awareness and public information programs. This function is carried out by the CHA PIO.
- k. During a hazardous materials or radiological release incident, be prepared to provide personnel to assist state agencies in monitoring and gathering of samples from food handling/processing facilities.
- l. Maintain the County supply of thyroid blocking agent (Potassium Iodide) for use by emergency workers, County residents, evacuees, and institutionalized persons. Issue this medication when advised by the State Health Director to those personnel designated by the Emergency Management Coordinator.
- m. Maintain the Cabarrus County Pandemic Disease Plan for the response to a pandemic disease event. As needed, execute the plan within the County and control the medical-technical aspects of the response operations.
- n. The Public Health Director is responsible for the Strategic National Stockpile supplies when this asset is provided to Cabarrus County. The Public Health Director will provide for the reception, storage, and employment of the medications and equipment during the response. The distribution of Strategic National Stockpile (SNS) supplies occurs through the use of points of dispensing.
- o. The agency is equipped with points of dispensing trailers and resources that can be deployed across the County. This includes a stockpile of N95 masks and fit testing capabilities.

#### **Primary and Support Roles**

County Mission	Emergency Medical Services	Public Health	Shelters and Mass Care	Animal Control	Mortuary Services
National Response Framework	ESF 8 – Public Health/Medical Services	ESF 8 – Public Health/Medical Services	ESF 6 – Mass Care, Emergency Assistance,	ESF 11 – Agriculture and Natural Resources	ESF 8 – Public Health/Medical Services

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County Mission	Emergency Medical Services	Public Health	Shelters and Mass Care	Animal Control	Mortuary Services
			Housing/Human Services		
Health Alliance Director	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency

### Emergency Medical Services

Cabarrus County Emergency Medical Services (EMS) holds the primary responsibility for Advanced Life Support (ALS) and emergency medical care for the County. EMS performs the following duties:

- a. The EMS Director or designee reports to the County Emergency Operations Center (EOC) upon activation. The EMS Director is assigned to the Operations Group in EOC.
- b. Maintain procedures for the dispatch and operations of EMS units during emergency situations.
- c. Provide paramedic level response and will accompany patients requiring ALS intervention to the hospital.
- d. Coordinate on-scene patient care, triage, and transportation with other County and municipal emergency response organizations.
- e. Maintain mutual aid agreements with surrounding counties to supplement local EMS support during emergency situations.
  - o For initial incidents, surrounding counties can provide ambulance support within two (2) hours.
  - o For larger incidents, there are cross-county agreements in place for EMS personnel to assist in response (with an Emergency Declaration in place).
- f. In the event of a mass casualty incident, coordinate triage, treatment, hospital destination determinations, specialty paramedic deployment, and supervision of all medical personnel on-scene.
- g. Coordinate with Carolinas Medical Center- Northeast Disaster Committee on the use of medical facilities during mass casualty incidents.
- h. Assist the regional medical examiner during a mass fatality incident, as needed.
- i. Maintain policy and procedures for the triage, treatment, transportation, and secondary role of decontamination of casualties resulting from accidents involving radiological or hazardous materials.
- j. During emergency situations, establish a liaison with Carolinas Medical Center- Northeast and maintain communications with other emergency response units in the field.
- k. Coordinate with the CHA and Department of Human Services to establish a system to check on residents with functional needs during emergency situations. Be prepared to assist with the transport of medical supplies, oxygen, etc. to those with functional needs.

- The ability to perform this function is based on the scope of the incident/event.
- l. Maintain liaison with American Red Cross (ARC) and other nongovernmental service agencies during emergencies. As needed, be prepared to treat minor casualties arriving at shelters and provide additional medical resources to these shelters.
- m. Assist with the distribution of mass vaccinations and prophylaxis throughout the County.
- n. Provide medical support and surveillance for emergency workers at incidents involving tactical, collapse, radiological or hazardous materials.
- o. Specialized care and patient movement equipment is available from the EMS Disaster Medical Unit and Cabarrus EMS SMAT 3.
  - Additional resources are available through Concord Fire/Life Safety.

### Primary and Support Roles

County Mission	Fire Protection	Emergency Medical Services	Search and Rescue	Public Health	Evacuation	Transportation	Shelter/Mass Care	Mortuary Services
National Response Framework	ESF 4 – Firefighting	ESF 8 – Public Health/Medical Services	ESF 9 – Search/Rescue	ESF 8 – Public Health/Medical Services	ESF 5 – Emergency Management	ESF 1 – Transportation	ESF 6 – Mass Care, Emergency Assistance, Housing/Human Services	ESF 8 – Public Health/Medical Services
Emergency Medical Services	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency

### Cabarrus County Transportation Service

- a. Report to the EOC upon activation. The Director of Cabarrus County Transportation Service (CCTS) or designee is assigned to the Resource Group.
- b. Provide vehicles from the CCTS to support emergency transportation requirements.
  - During emergency response and recovery operations, all transportation resources are managed through the EOC.
  - Vehicles include handicapped-accessible vehicles for those with functional needs.
- c. Maintain notification/activation procedures for CCTS personnel and facilities during emergency operations.
- d. Provide shuttle service for key personnel during emergency operations, as needed.
- e. Coordinate with law enforcement and other emergency services to identify transportation routes for drivers.
- f. Transport supplies and equipment from the County Receiving and Distribution Point (CRDP) to locations designated by the EOC.
- g. Transport damage assessment teams throughout the County, as requested.
- h. Assist with the transportation of shelter residents to see/care for their pets, as available and requested.



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- i. CCTS maintains a fenced (secure) parking lot for transportation resources that could be used during emergency response and recovery operations.

### Primary and Support Roles

County Mission	Evacuation	Transportation	Damage Assessment	Donations Management	Animal Control
National Response Framework	ESF 5 – Emergency Management	ESF 1 - Transportation	ESF 3 – Public Works	ESF 7 – Logistics Management/Resource Support	ESF 11 – Agriculture/Natural Resources
Transportation Service	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency

### Finance Department

- a. The Assistant Finance Director or designee reports to the EOC upon activation to serve as the County Finance Officer. The Finance Officer is assigned to the Resource Group.
- b. The Finance Department is responsible for accounts payable and payroll, budgeting, purchasing, general accounting, and grants for the County.
- c. Provide finance and accounting support to County agencies during emergency operations.
- d. Facilitate the acquisition of resources for emergency response and recovery.
- e. Develop procedures for the timely procurement and delivery of essential resources and supplies through Emergency Purchase Orders.
- f. The Finance Department manages the County P-cards system. Approximately 200 County employees have County issued P-cards with differing spending limits. The Finance Department can increase spending limits on specific P-cards remotely.
- g. As an incident or event unfolds, develop financial accounting record procedures for all County agencies and relevant partners to report emergency expenses.
- h. Following an incident or event, create a separate account for emergency-related expenditures and expenses. All emergency response and recovery agencies document all costs incurred during emergency operations.
- i. Assist Emergency Management in incident/event documentation and FEMA reimbursement issues.

### Primary and Support Roles

County Mission	Recovery	Resource Management
National Response Framework	ESF 14 – Long Term Community Recovery	ESF 7 – Logistics Management/Resource Support
Finance Department	Primary Agency	Primary Agency



## General Services

Cabarrus County General Services (GSA) consists of the following divisions: Building Maintenance, Sign Maintenance, Facility Services, Fleet Maintenance, and Grounds Maintenance. GSA also includes Solid Waste services and the County Landfill. GSA is responsible for planning, directing, and providing maintenance and repair to County-leased and owned facilities, grounds, and vehicles. GSA performs the following duties:

- a. Upon activation, the GSA Director or designee reports to the EOC. The GSA Director is assigned to the Resource Group.
- b. Conduct damage assessment at County government facilities.
- c. During a debris-generating event, GSA assists the County in a variety of areas.
  - o Direct debris clearance and removal at County facilities.
  - o During the recovery operations following an emergency, prepare to accept debris at local landfill sites.
  - o Dispose of debris collected during recovery at the landfill.
  - o Refer to the County Disaster Debris Management Plan for additional roles and responsibilities during debris-generating events.
- d. Prepare for emergency repair of vital County facilities during emergency operations.
  - o Check generator operations and fuel.
  - o Check HVAC systems.
  - o Fuel vehicles.
- e. Organize and equip GSA teams to provide continuous maintenance and repair support for all emergency vehicles and equipment.
- f. Provide emergency power sources to key facilities and response operations.
  - o Operate and maintain all fixed-site and mobile generators.
  - o Coordinate with the EOC for the priority of issue for all portable generators.
- g. Assist the Department of Human Services and the ARC with establishment and maintenance of shelters.
- h. Coordinate with EOC on the need to activate mutual aid agreements with the municipalities in the County to provide auxiliary equipment for response and recovery operations.

## Primary and Support Roles

County Mission	Public Works	Shelters/Mass Care	Damage Assessment	Recovery
National Response Framework	ESF 3 – Public Works/Engineering	ESF 6 – Mass Care, Emergency Assistance, Housing/Human Services	ESF 3 – Public Works/Engineering	ESF 14 – Long Term Community Recovery

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County Mission	Public Works	Shelters/Mass Care	Damage Assessment	Recovery
General Services	Primary Agency	Support Agency	Support Agency	Primary Agency

### Human Services

- The Human Services Director reports to the County EOC upon activation. The Human Services Director is assigned to the Coordination Group in the EOC.
- Coordinate the continuation of Human Services (social services) to County residents during emergency situations (emergency food stamps, crisis intervention money, etc.). Be prepared to provide emergency benefits within the resources of the Human Services Department.
- Coordinate with the CHA, Cardinal Innovations (formerly Piedmont Behavioral Health), and other government and nongovernmental agencies to provide support personnel during emergency situations.
- Develop and maintain mutual aid agreements with surrounding counties to support local human services in emergency situations.
- Coordinate with Adult Care homes to ensure development of emergency procedures and policies. All plans will be coordinated with the County Emergency Management Department.
- Prepare to assist in ARC shelter operations. Coordinate with ARC, Salvation Army, and other nongovernmental organizations to provide resources and personnel to support shelters throughout the County.
- Provide personnel trained to support ARC shelter operations. Be prepared to assist with sheltering, feeding, and distributing supplies as needed.

### Primary and Support Roles

County Mission	Notification and Warning	Public Information	Evacuation	Shelter and Mass Care	Recovery
National Response Framework	ESF 5 – Emergency Management  ESF 13 – Public Safety and Security	ESF 15 – External Affairs	ESF 5 – Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	ESF 14 – Long Term Community Recovery
Human Services	Support Agency	Support Agency	Support Agency	Primary Agency	Primary Agency

### Planning and Development

- Planning and Development is responsible for a number of Cabarrus County service areas, including 911 addressing, planning and zoning, construction standards, and soil and water conservation.
- Planning and Development provides assistance with mapping and data for land search and rescue operations as well as other Geographic Information System (GIS) related tasks.

- c. Planning and Development also assists with community development and recovery activities (coordinating volunteers, etc.) and provides planning and technical support to the EOC. Planning and Development remains engaged through the recovery phase through permitting and technical assistance.

#### **Primary and Support Roles**

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Planning and Development	Support Agency

#### **Planning and Development - Chief Building Inspector**

- a. Report to the Cabarrus County Emergency Operations Center (EOC) upon activation to coordinate use of damage assessment teams. The Chief Building Inspector is designated as the County Damage Assessment Officer (DAO) when the EOC is activated.
- b. Deploy damage assessment teams when directed by the Emergency Management Coordinator.
- c. Maintain organization and procedures for damage assessment, reporting, and accounting.
  - o Review and update these procedures annually.
- d. Compile incoming damage reports from all sources in the field.
  - o The EOC staff will transmit these reports to the Western Branch Office of the North Carolina Division of Emergency Management.
- e. Advise the Emergency Management Coordinator and other officials on prioritizing repairs and restoration of vital government facilities during recovery operations.
- f. Train personnel to serve on damage assessment teams within appropriate jurisdictions.

#### **Primary and Support Roles**

County Mission	Damage Assessment	Recovery
National Response Framework	ESF 3 – Public Works/Engineering	ESF 14 – Long Term Community Recovery
Planning and Development - Chief Building Inspector	Primary Agency	Primary Agency

#### **Public Information Officer**

- a. Report to the EOC upon activation.
- b. Coordinate gathering, verifying, preparing, approving, and disseminating information to the public during emergency response and recovery operations.
- c. Coordinate messages and information with other PIOs (agency, jurisdiction, states, etc.).

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- d. Manage the Joint Information System (JIS) when the County maintains control of the incident/event.
- e. Maintain a current inventory of public information resources.
- f. Establish and maintain a working relationship with the local media.
- g. Provide emergency information materials for the public including the hearing- impaired and non-English speaking groups.
- h. Develop media advisories for the public as required by the situation.
- i. In the event of a Fixed Nuclear Facility incident, maintain contact with the Joint Information Center (JIC) to obtain information for news releases. All other PIO procedures will remain in effect.
- j. Provide information on Federal Disaster Assistance Centers when these locations are opened.

### Primary and Support Roles

County Mission	Communications	Notification and Warning	Public Information	Fire Protection	Evacuation	Shelter and Mass Care
National Response Framework	ESF 2 – Communications	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 15 – Public Affairs	ESF 4 – Firefighting	ESF 5- Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
Public Information Officer	Primary Agency	Primary Agency	Primary Agency	Support Agency	Primary Agency	Support Agency

### American Red Cross – Cabarrus Chapter

- a. Report to the EOC or other designated operations areas, upon activation. The Red Cross representative is assigned to the Operations Group.
- b. Conduct shelter and mass care operations during emergency situations.
- c. Provide trained Shelter Managers and supplies for shelter operations.
- d. Identify citizens with functional needs arriving at shelter locations and notify the Department of Human Services.
- e. Provide basic equipment for functional needs, as available.
- f. The Cabarrus Chapter has access to a feeding trailer stocked with commercial pots and pans, gas burners, and other capabilities.
  - o The trailer is housed in Stanley County.
- g. The Cabarrus Chapter has access to a trailer stocked with cots for shelter locations.
  - o Additional cots can be requested from the Charlotte Chapter.
- h. Assist County damage assessment activities, if needed.

- i. Assist in recovery operations, as requested.

### Primary and Support Roles

County Mission	Evacuation	Shelter and Mass Care	Donations Management	Animal Control
National Response Framework	ESF 5 – Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing/Human Services	ESF 7 – Logistics Management/Resource Support	ESF 11 – Agriculture and Natural Resources
Red Cross – Cabarrus Chapter	Support Agency	Primary Agency	Support Agency	Support Agency

### Sheriff's Department

- a. Maintain current internal notification/recall rosters and communications systems.
- b. Assist in notification and warning to the local population of an impending or existing emergency situation.
- c. Develop and maintain mutual aid agreements with law enforcement agencies within the county and adjacent counties.
- d. Conduct law enforcement operations in the County during the emergency period (see Annex E).
- e. Coordinate additional law enforcement support with municipalities within the county, other counties, and the North Carolina State Highway Patrol during response operations. If the situation requires National Guard support, request this support through the county Emergency Management Coordinator.
- f. Provide emergency communications systems (primary and backup) to the county EOC. Upon activation, the communications section notifies all municipalities by radio that the county EOC is open.
- g. The Sheriff or his/her designee is part of the Operations Group in the County Emergency Operations Center and coordinates law enforcement operations from the EOC during emergency situations. Additionally, the Sheriff directs the kitchen to prepare meals to support EOC personnel as needed.
- h. Provide transportation resources for critical emergency personnel and equipment, as necessary.
- i. Conduct traffic control to facilitate the movement of evacuees to shelters.
- j. Relocate and house jail prisoners during an evacuation of the Detention Center
- k. Provide security and protection of the damaged/evacuated area(s) and critical facilities. Also, control access and movement into these areas.
- l. Provide security for the EOC, County Receiving and Distribution Point, reception centers, shelters, other lodging and feeding facilities during emergency operations.

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m. In accordance with the Cabarrus County Land Search Directive (April 2007), the Sheriff's Department is the lead agency for the activation and coordination of search operations within the unincorporated areas of the county.

### Primary and Support Roles

County Mission	Direction and Control	Communications	Notification and Warning	Public Information	Law Enforcement	Fire Protection	Evacuation	Shelter and Mass Care	Damage Assessment	Recovery	Resource Management
National Response Framework	ESF 5 – Emergency Management	ESF 2 - Communications	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 15 – External Affairs	ESF 13 – Public Safety and Security	ESF 4 - Firefighting	ESF 5 – Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	ESF 3 – Public Works and Engineering	ESF 14 – Long Term Community Recovery	ESF 7 – Logistics Management and Resource Support
Sheriff's Department	Support Agency	Support Agency	Support Agency	Support Agency	Primary Agency	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency	Support Agency

### Sheriff's Department – Animal Control Officer

- Provide animal control facilities and equipment to care for domestic animals belonging to people evacuated to public shelters.
- Advise the Emergency Management Coordinator on all issues dealing with animal control during emergency situations.
- Request assistance from the local humane society and the Cabarrus County Animal Response Team.
  - Coordinate this support with the overall animal control plan.
- Continue animal and rabies control during emergency operations.
- Provide shelter for pets and livestock at the animal control facility or other facilities provided by private agencies and/or citizens.
- Control and assist personnel reentering damaged/hazardous areas to feed livestock and other animals left behind during evacuations.
- Refer to Annex O – Animal Control and Protection for additional roles and responsibilities.

### Primary and Support Roles

County Mission	Shelter and Mass Care	Animal Control
National Response Framework	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	ESF 11 – Agriculture and Natural Resources
Animal Control Officer	Support Agency	Primary Agency

### Sheriff's Department - Communications Lieutenant

- Develop procedures for direction of communications and warning systems throughout the County.

- These procedures must maintain communications between the EOC, field units, shelter facilities, adjacent jurisdictions, and State EOC.
- b. Maintain current internal notification/recall rosters.
- c. Coordinate warning procedures for special locations such as schools, hospitals, nursing homes, major industries, and institutions.
- d. Develop emergency notification and warning procedures to alert the general public to impending or existing hazards.
- e. Receive and disseminate warning information and ensure information related to emergency situations is provided to emergency workers, key officials, special locations and the EOC.
- f. Coordinate communications network with surrounding counties and State of North Carolina agencies.
- g. Develop procedures for maintaining and restoring telephone and 911 services during emergencies.
- h. Develop agreements to provide radio repair and maintenance under emergency conditions.
- i. Provide an alternate communications capability in the event the main system fails.
- j. Report to the EOC upon activation and provide direction and control for communications operations. Notify all emergency services in the County when the EOC is opened.
- k. Provide for testing and exercising of the communications, warning, and alerting systems on a monthly basis.

### Primary and Support Roles

County Mission	Direction and Control	Communications	Notification and Warning	Public Information	Law Enforcement	Emergency Medical Services	Search and Rescue	Evacuation	Shelter and Mass Care
National Response Framework	ESF 5 – Emergency Management	ESF 2 – Communications	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 15 – External Affairs	ESF 13 – Public Safety and Security	ESF 8 – Public Health and Medical Services	ESF 9 – Search and Rescue	ESF 5 – Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
Communications Lt.	Support Agency	Primary Agency	Primary Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency

### Tax Administration

Tax Administration's responsibility is the listing, assessment, and collection of County property taxes and the administration of incentive grants. Tax Administration is composed of four divisions: Personal Property, Real Property, Land Records, and Tax Collections.

- a. Departmental representative(s) report to the EOC and/or a CRDP, upon activation. The Tax Administration representative is assigned to the Resource Group in the EOC.
- b. Assist with damage assessment activities.

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- Tax Administration has generated property record cards that can be used to estimate the level of damage for certain properties.
- c. Coordinate the receiving, management, and distribution of donated goods throughout the County at CRDPs.
- d. Assist with receiving, management, and distribution of cash donations following an incident or event.
- e. Register volunteers from the general public ready to assist the County in recovery activities.
  - Provide updates to the EOC on registered volunteers.

### Primary and Support Roles

County Mission	Donations Management	Damage Assessment	Recovery
National Response Framework	ESF 7 – Logistics Management/Resource Support	ESF 3 – Public Works/Engineering	ESF 14 – Long Term Community Recovery
Tax Administration	Primary Agency	Support Agency	Support Agency

### 3.2.2 Support Agencies

Support agencies are those agencies identified with support roles and responsibilities in one (or multiple) Cabarrus County EOP Annexes.

#### Active Living and Parks

- a. Be prepared to open park facilities for response and recovery operations (storage, equipment staging areas, etc.), as needed.
- b. Provide damage assessment for County parks to the EOC or County Emergency Management Coordinator.
- c. During debris-generating events, the Active Living and Parks Department provides support to the County in a number of areas. Refer to the Disaster Debris Management Plan (DDMP) for additional information on roles and responsibilities.
- d. The Active Living and Parks Department operates two (2) senior centers that offer daily classes and education programs.
  - The Mt. Pleasant facility offers a daily meals program through the Department of Health and Human Services, which is managed by the County Department of Human Services. The service feeds approximately 45 people per day.

### Primary and Support Roles

County Mission	Public Works	Damage Assessment
National Response Framework	ESF 3 – Public Works	ESF 3 – Public Works



County Mission	Public Works	Damage Assessment
Active Living and Parks	Support Agency	Support Agency

### Cabarrus Amateur Radio Emergency Service

- a. Report to the EOC, as requested.
  - A radio room is located next to the EOC and available for ARES operations.
  - ARES has additional space available at CMC-NorthEast.
- b. Coordinate with the Sheriff's Department Communications Lieutenant to provide supplemental radio communications during emergency response and recovery.
- c. Provide back-up communications in case of failure of County Communications system.
- d. Provide support across a number of different modes of communications (voice, digital video, satellite).
- e. Provide amateur radio support for the following:
  - Outlying areas of the County
  - ARC shelters
  - Points of distribution
  - Points of dispensing
  - CRDP
- f. ARES has a club trailer with HF (digital), UHF, and VHF capabilities. The Charlotte ARES group has an ATV repeater that could be requested.
- g. For larger scale events, ARES assists the EOC in requesting and coordinating support from the *Military Auxiliary Radio System (MARS)*, through the State EOC.

### Primary and Support Roles

County Mission	Communications	Notification and Warning	Shelter & Mass Care
National Response Framework	ESF 2 - Communications	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
Amateur Radio Emergency Service	Support Agency	Support Agency	Support Agency

### Cabarrus Arena and Events Center

- a. Prepare the facility(ies) to support emergency response and recovery. Be prepared to remove personnel and equipment from the facility(ies) in order to clear the site for emergency support operations.

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*Note – In some cases the arena may not be immediately available following certain planned events (fair, monster trucks (dirt floors), etc.).*

- b. On-site facilities include:
  - 6,000 seat arena
  - 70,000sqft event center
  - 30,000sqft hall
  - 5,000sqft banquet room
  - 10,000sqft storage facility
  - 11 acre midway
- c. Other on-site capabilities, resources, and equipment:
  - Full water, sewer hook ups for 140 campers
  - 2,500 parking spots
  - Full kitchens and kitchen equipment
  - 2 locker rooms with 6 showers each (4 Americans With Disabilities Act [ADA] accessible, family friendly)
  - Forklifts, pallet jacks, scissor lift, flatbed golf carts, bobcats, riding lawnmowers
- d. Operate and maintain fixed generators to provide emergency power to the facility.
- e. Assist in establishing the CRDP and the donated goods management area at the Events Center.
- f. Once established, support CRDP operations:
  - Provide forklift and operators.
  - Provide communications support to CRDP staff.
  - Provide a liaison to the CRDP Manager to address any issues on the facility.
- g. Prepare the Cabarrus Arena for use in shelter operations. Shelter operations require the floor space to be clear of all equipment, displays, etc., to permit the use of cots, hospital beds, medical equipment, etc.
- h. Clear the Fair Midway area of all equipment, vehicles, and personnel in order to establish a helicopter landing zone.

### Primary and Support Roles

County Mission	Shelter & Mass Care	Resource Management	Donations Management
National Response Framework	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	ESF 7 – Logistics Management and Resource Support	ESF 7 – Logistics Management and Resource Support
Cabarrus Arena and Events Center	Support Agency	Support Agency	Support Agency

**Cabarrus County Schools**

- a. Provide Liaison Officer(s) to the EOC for the duration of the emergency, as requested.
- b. Maintain notification, warning, and school evacuation procedures for emergency situations.
- c. Identify protected areas in each school to be used as safety rooms if time does not permit evacuation of school population.
- d. Be prepared to provide school facilities to be used as shelters or other emergency operations facilities (staging areas, points of distribution, points of dispensing, Disaster Assistance Center, etc.).
- e. Provide resources from the County school system to support emergency response and recovery operations. The school system will:
  - Provide support personnel (school custodians, cafeteria staff, counselors, bus drivers, administrators) to assist, as available.
  - Provide buses and drivers to support transportation operations.
  - Provide fuel support for vehicles used in emergency operations, as necessary and requested.
  - Fuel station locations:
    - Education Center
    - Auxiliary Services (bus garage)

**Primary and Support Roles**

County Mission	Evacuation	Transportation	Shelters/Mass Care
National Response Framework	ESF 5 – Emergency Management	ESF 1 – Transportation	ESF 6 – Mass Care, Emergency Assistance, Housing/Human Services
Cabarrus County Schools	Support Agency	Support Agency	Support Agency

**Cabarrus Water and Sewer Authority**

- a. The Water and Sewer Authority of Cabarrus County (WSACC) is an independent, incorporated public body supporting five jurisdictions (Cabarrus County, Cities of Concord and Kannapolis, Towns of Harrisburg, and Mount Pleasant).
- b. WSACC is the primary planning agent for water and sewer facilities, provides wholesale wastewater transportation and treatment for its organizing jurisdictions, and provides reservoir management for some, or all, of its jurisdictions.
- c. Additionally, WSACC plans for the provision of wholesale water and may, when tasked by its organizing jurisdictions, provide retail water and sewer service. There are three wastewater treatment plants in the County: Rocky River, Muddy Creek, and Mt. Pleasant.

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- d. The Cabarrus Water and Sewer Authority controls the system accumulating and treating wastewater. This includes wastewater treatment for municipalities within the County, management of the Mt. Pleasant Water Treatment Plan and the Coddle Creek Reservoir.
- e. Maintain and make available equipment to support emergency response and recovery, as available. Authority equipment includes:
  - Dump trucks
  - Excavator
  - Trucks
  - 6 larger generators
- f. Advise the Emergency Management Coordinator on the status of the water supply, water storage areas, and treatment facilities.
- g. If needed, provide a Liaison Officer to the County EOC for the duration of the emergency.

### Primary and Support Roles

County Mission	Public Works
National Response Framework	ESF 3 – Public Works and Engineering
Cabarrus Water and Sewer Authority	Support Agency

### Cardinal Innovations Healthcare Solutions (formerly Piedmont Behavioral Health)

Cardinal Innovations Healthcare Solutions is the regional mental health care management authority that coordinates mental health care for Cabarrus, Mecklenburg, Davidson, Rowan, Stanly, Union, Alamance, Caswell, Franklin, Granville, Halifax, Vance, Warren, Orange, Person, and Chatham Counties.

- a. Provide assistance in the form of linking County residents with the correct service provider.
- b. During shelter operations, the ARC makes the determination on whether mental health services are needed and Cardinal Innovations links the individual to a service provider.
- c. Provide crisis counseling assistance to emergency response personnel and volunteers during emergency response and recovery operations.

### Primary and Support Roles

County Mission	Public Health	Shelter and Mass Care
National Response Framework	ESF 8 – Public Health and Medical Services	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
Cardinal Innovations	Support Agency	Support Agency

### Cooperative Extension

- a. Act as liaison to the agricultural community during emergency response and recovery.

- b. Maintain contact with the N.C. State University Cooperative Extension Service representative at the State EOC.
- c. In the event of a nuclear material release, report to the EOC to advise on possible impacts on agriculture.
- d. The agency can assist in identifying agricultural and farmland areas throughout the County.
- e. Assist sampling teams operating in the County during radiological or hazardous materials incidents that would affect livestock or crops.
- f. Provide trained personnel to assist agricultural damage assessment teams in the County.
- g. Assist the Emergency Management Coordinator in identifying and coordinating assistance needed by farmers/agricultural workers during recovery operations.
- h. The agency provides information to the PIO for dissemination to the public, as necessary.
- i. The Department of Water Quality (DWQ) ensures that swine lagoons are designed and built appropriately.
- j. Assist with food safety issues.
  - o Answer food safety questions
  - o Provide information on food storage
- k. Assist with disposal of dead animal carcasses, as necessary.
- l. Can provide assistance in lining County residents up with other agencies and organizations for specific service needs. For example, lining a farm up with animal care/veterinary services following an emergency.
- m. Provide personnel to assist in the EOC, as requested.

#### **Primary and Support Roles**

County Mission	Damage Assessment	Animal Control
National Response Framework	ESF 3 – Public Works/Engineering	ESF 11 – Agriculture/Natural Resources
Cooperative Extension	Support Agency	Support Agency

#### **Human Resources**

- a. Human Resources personnel can assist with administrative and computer related tasks. During longer duration incidents or events, Human Resources may provide personnel to assist in the EOC.
- b. Human Resources assists in hiring of necessary auxiliary employees to support with emergency response and recovery.
- c. Provide assistance with County Connect system and coordinating departments following an emergency.

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- This includes gathering and disseminating contact information for County departments and agencies.

### Primary and Support Roles

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Human Resources	Support Agency

### Information Technology Services

Cabarrus County Information Technology Services (IS) supports internal and external users by promoting enterprise information processes, providing access to information resources, and protecting information integrity.

- a. Report to the EOC upon activation. The Director of IS or designee is assigned to the Coordination Group.
- b. Maintain the County 911 system.
- c. Maintain the CAD system.
- d. Maintain telephones and computers.
- e. IS is responsible for two (2) data centers that support County government operations.
- f. Work with the Emergency Management Coordinator to determine available computers and other IS-related equipment for emergency response and recovery operations.
- g. Through the GIS function, develop maps and other graphics and data, as requested.
- h. Manage the County website homepage.
- i. IS has the ability to activate “red” messages to provide critical information to other departments and citizens.
- j. IS also has a “dark site” in place for emergency situations.

### Primary and Support Roles

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Information Technology Services	Support Agency

### Libraries

- a. Libraries have a number of personnel who can assist Emergency Management/EOC following an incident or event.
  - This includes help with administrative and computer tasks.

- b. Library personnel can also assist with research and documentation.
- c. Following an incident or event, library locations could be used in a number of capacities:
  - Disaster recovery center
  - Points of distribution/points of dispensing
  - Personal comfort sites (warm up/cool down, charge phones, internet access, etc.)
- d. There are four libraries in the County:
  - Concord – 26,000sqft
  - Kannapolis – 15,000sqft
  - Harrisburg – 10,000sqft
  - Mt. Pleasant – 3,500sqft
- e. Each library has a conference room and other space available.

### Primary and Support Roles

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Libraries	Support Agency

### Medical Examiner

- a. Cabarrus County does not have a designated Medical Examiner (ME). A mass fatality event would require medical examiner support. The North Carolina Office of the Chief Medical Examiner (OCME) a division of the North Carolina Department of Health and Human Services (NCDHHS), maintains the North Carolina Medical Examiner System, a network of over 600 medical doctors throughout North Carolina who investigate deaths of a suspicious, unusual or unnatural nature.
- b. The Emergency Management Coordinator requests this support through Carolinas Medical Center – Northeast. OCME assigns personnel to support the county, which initially comes from the regional OCME office in Charlotte.
- c. When activated, the medical examiner develops procedures to recover, identify, and register fatalities during emergency situations.
- d. The medical examiner determines the cause of death, notifies next-of-kin, and releases the remains and personal effects to proper representatives. The medical examiner issues death certificates and supervise the location and transportation of remains.
- e. The medical examiner identifies the resources needed to establish an adequate morgue system in the event of mass fatalities.
- f. The medical examiner directs the expansion of any fixed and temporary morgue capability. The ME coordinates with EMS, funeral directors, ambulance services, pathologists,

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American Red Cross, dentists, X-ray technicians and law enforcement agencies to provide support to mortuary operations as needed.

- g. If needed, the medical examiner requests assistance from a Disaster Mortuary Team (DMORT). The Emergency Management Coordinator requests this support through the NCDEM.
- h. The medical examiner coordinates all press releases with the County Public Information Officer prior to release to the media.

### Primary and Support Roles

County Mission	Public Health	Mortuary Affairs
National Response Framework	ESF 8 – Public Health and Medical Services	ESF 8 – Public Health and Medical Services
Medical Examiner	Support Agency	Primary Agency

### Register of Deeds

- a. Following an incident or event, the Register of Deeds Department will continue to assist County residents with a variety of records and documentation:
  - Marriage licenses
  - Birth certificates
  - Death certificates
  - Land and records
- b. During longer duration incidents or events, the Register of Deeds Department can provide personnel to assist in the EOC.

### Primary and Support Roles

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Register of Deeds	Support Agency

### Risk Management

- a. The Director of Risk Management serves as the Safety Officer in the EOC.
- b. Following an emergency, the Risk Management Department will continue to provide a variety of assistance and support to the County through the following:
  - Oversee insurance for the County (property and liability).
  - Ensure continued Occupational Safety and Health Administration (OSHA) compliance.



- Continue to manage primary coverage for EMS and Fire.
- Oversee the indemnification of contracts (proper insurance, etc.).
- Continue to ensure ADA compliance in County facilities (may include shelter locations).
- Conduct safety inspections.
- Conduct accident review (County employees in work, citizens on County properties).
- c. The Risk Management Department maintains a master list of trainings for County employees.
- d. The Risk Management Department maintains a master list of all County-owned equipment and vehicles.
- e. The Risk Management Department is prepared to assist Emergency Management/EOC in a variety of tasks, as requested.

#### Primary and Support Roles

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Risk Management	Support Agency

#### Veterans Service

- a. The Veterans Service Director is prepared to assist Emergency Management/EOC following an incident or event. The Veterans Service Director will be rolled into the Emergency Management functions/tasks.
- b. During catastrophic/countywide events, other Veterans Service employees are available to assist, as necessary.

#### Primary and Support Roles

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Veterans Service	Support Agency

## 3.3 State and Federal Departments and Agencies

### State Agencies

- North Carolina Department of Public Safety (NCDPS)
- North Carolina Department of Environment and Natural Resources (NCDENR)

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- North Carolina Division of Emergency Management (NCDEM)
- North Carolina Department of Transportation (NCDOT)
- State Bureau of Investigations (SBI)
- North Carolina Division of Public Health
- North Carolina State Highway Patrol (SHP)
- North Carolina Office of Emergency Medical Services (OEMS)
- North Carolina Department of Labor
- North Carolina Department of Agriculture and Consumer Services
- North Carolina Office of the State Fire Marshal

## Federal Agencies

- Federal Emergency Management Agency (FEMA)

## Section 4

# DIRECTION AND CONTROL

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This section describes the systems used in Cabarrus County to facilitate direction and control operations. Cabarrus County adheres to the National Incident Management System (NIMS) and Incident Command System (ICS). Additionally, County emergency operations missions (functions and tasks) are linked to a corresponding Emergency Support Function (ESF) identified in the National Response Framework (NRF). Annex A – Direction and Control provides a detailed description of emergency direction and control for Cabarrus County.

## 4.1 National Incident Management System

NIMS provides a systematic, proactive approach to guide departments and agencies at all government levels, in nongovernmental organizations, and in the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents—regardless of cause, size, location, or complexity—in order to reduce the loss of life and property and harm to the environment. NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management. Federal Emergency Management Agency (FEMA) requires emergency management personnel to possess a baseline understanding of NIMS concepts and principles.

### Five Components of NIMS:

- Preparedness
- Communications and Information Management
- Resource Management
- Command and Management
- Ongoing Management and Maintenance

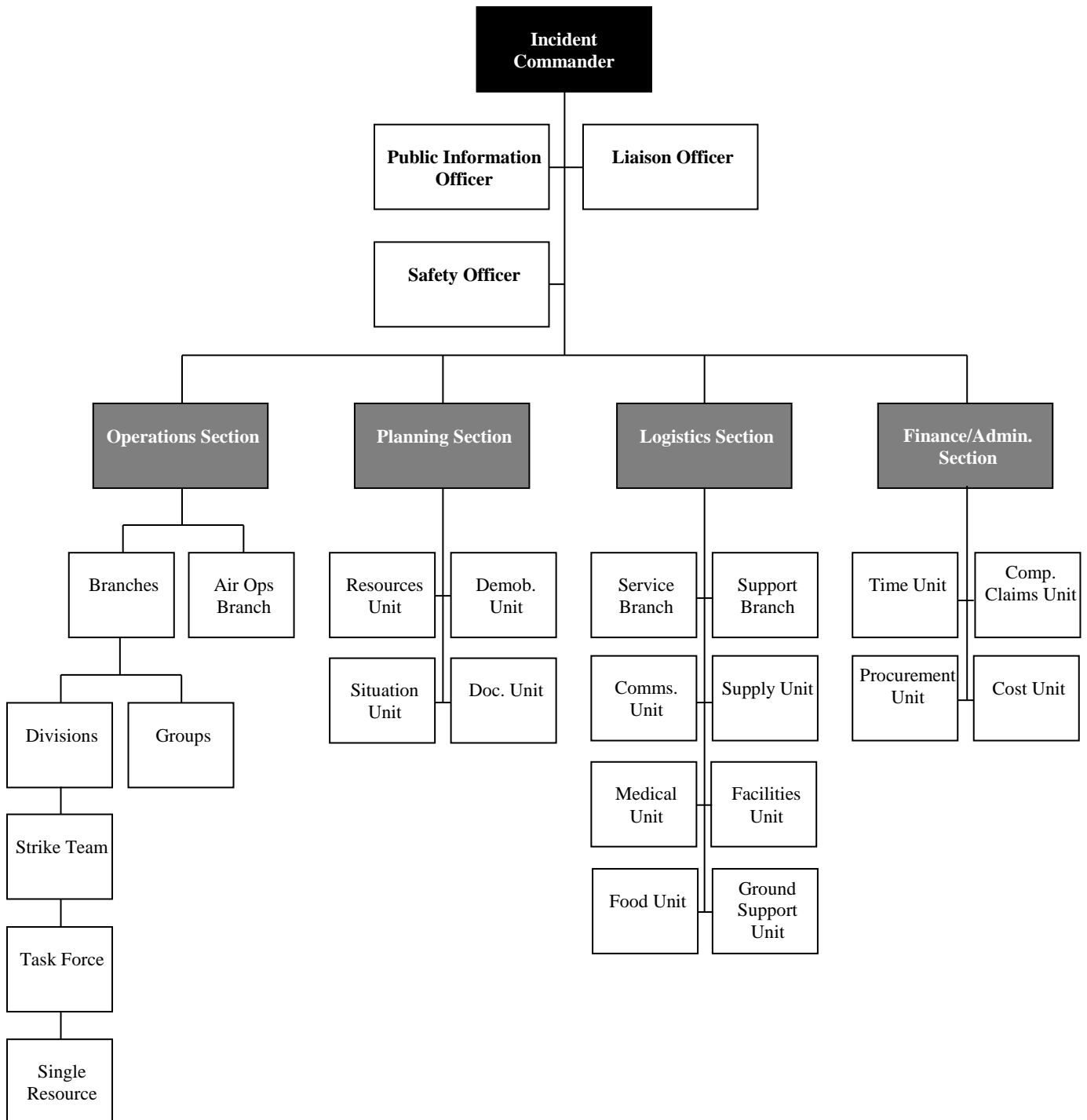
### 4.1.1 Incident Command System

The ICS is applicable across a wide spectrum of incidents that may differ in terms of size, scope, and complexity. ICS is a standardized, on-scene, all-hazards incident management approach that:

- Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private
- Establishes common processes for planning and managing resources

ICS is usually organized around five major functional areas: Command, Operations, Planning, Logistics, and Finance/Administration.

**Exhibit 4-1  
ICS Organizational Chart**



## 4.2 National Response Framework

The NRF presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies, from the smallest incident to the largest catastrophe. The NRF also defines the federal government's role in providing response and recovery assistance to the states and local governments during and after emergencies. The NRF is always in effect, and elements can be implemented at any level at any time.

Under the NRF, County departments and agencies have been assigned primary and support agency responsibilities for various County missions linked to the 15 ESFs. Refer to exhibit 4-2 for a County Mission to ESF Matrix.

**Exhibit 4-2**  
**County Mission to ESF Matrix**

National Response Framework Emergency Support Functions	County Missions
ESF #1 – Transportation	Transportation
ESF #2 – Communications	Communications
ESF #3 – Public Works and Engineering	Public Works
	Damage Assessment
	Recovery
ESF #4 – Firefighting	Fire Protection
ESF #5 –Emergency Management	Direction and Control
	Notification
	Evacuation
ESF #6 – Mass Care, Emergency Assistance, Housing and Human Services	Shelter and Mass Care
ESF #7 – Logistics Management and Resource Support	Resource Management
	Donations Management
ESF #8 – Public Health and Medical Services	Emergency Medical Services
	Public Health
	Mortuary Affairs
ESF #9 – Search and Rescue	Search and Rescue
ESF #10 – Oil and Hazardous Materials Response	Local Emergency Planning Committee (LEPC)
	Fire Departments

National Response Framework Emergency Support Functions	County Missions
ESF #11 – Agriculture and Natural Resources	Animal Control
	Cooperative Extension
	Lomax Farm Manager
ESF #12 - Energy	Public Works
ESF #13 – Public Safety and Security	Warning
	Law Enforcement
ESF #14 – Long Term Community Recovery	Community Recovery
ESF #15 – External Affairs	Public Information

## 4.3 Continuity of Government

### 4.3.1 General

- Emergency situations could result in disruption of government functions. This possibility requires that all levels of local government and their departments develop and maintain procedures to ensure continuity of government. These procedures include the chain of command should an elected official or department head not be available to perform his/her duties.
- Refer to Cabarrus County Continuity of Operations Plan for additional information on continuity planning and procedures.

### 4.3.2 Preservation of Vital Records

- Each department and agency is responsible for the preservation of essential records to ensure continuity of normal operations during an emergency incident or event.

### 4.3.3 Orders of Succession

- Each annex to this plan identifies the orders of succession (specific to the annex/County mission) for identified primary agencies.
- Individual departments and agencies have established internal orders of succession.
- Orders of succession for the Board of County Commissioners proceeds from the Chairman to the Members of the Board in accordance with County policy.

### **4.3.4 Relocation of Government**

- Key Cabarrus County government personnel operate from the Cabarrus County Emergency Operations Center (EOC) (or other designated location) if the situation does not permit the normal use of County government facilities.
- If the primary EOC is uninhabitable, emergency operations are relocated to the secondary EOC.
- For detailed information on the relocation of government and continuity of operations, refer to the Cabarrus County Continuity of Operations (COOP) Plan.
- Municipal governments relocate to facilities within their jurisdiction capable of providing required support during emergency operations.
  - Cabarrus County may be able to provide limited space to other municipal governments during emergencies, as available.





## Section 5

# ADMINISTRATION AND LOGISTICS

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### 5.1.1 General

- **Non-discrimination.** There will be no discrimination on the grounds of race, color, religion, nationality, sex, age, or economic status in the execution of disaster preparedness or disaster relief and assistance functions. This policy applies equally to all levels of government, contractors, and labor unions.
- **Consumer protection.** The emergency operations center (EOC) refers consumer complaints pertaining to alleged unfair or illegal business practices during emergencies to the State Attorney General's Consumer Protection Division.

### 5.1.2 Incident/Event Financing

- Large-scale spending is authorized by the Board of County Commissioners, as requested by the EOC and/or Emergency Management Coordinator.
- The Emergency Management Coordinator, the Contracting Officer, and the Deputy County Manager are authorized to release funds for immediate emergency use.
- Spending limits are set by the Board of County Commissioners or Finance Director based on the situation and funds available.

### 5.1.3 Records and Reports

- Response and recovery missions are assigned and tracked by the Emergency Management Department from the EOC.
- Once a mission is assigned by the EOC, the Finance Department tracks and maintains all expenditures and obligations during emergency operations. This includes any contract labor, contract equipment, employee overtime hours, County equipment usage, and supplies used during operations.
- The Finance Department tracks and records all data relevant for Federal Emergency Management Agency (FEMA) reimbursement.

### 5.1.4 Agreements and Understandings

- Agreements and understandings are entered into only by duly authorized Cabarrus County officials and are to be formalized in writing whenever possible prior to emergency situations.
- The Emergency Management Coordinator will request assistance from other jurisdictions should local government resources prove to be inadequate during emergency operations.

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- These requests will be made to other jurisdictions, higher levels of government, and other agencies in accordance with existing or temporary mutual aid agreements and understandings.
- Local municipalities will request state and federal resources only through the Cabarrus County Emergency Management Coordinator or EOC.
  - The Cabarrus County EOC staff will forward these requests to the North Carolina Division of Emergency Management.
- Organizations tasked with responsibilities in the implementation of this plan provide their own administrative and logistical support.
  - In addition, these organizations maintain a resource list needed to carry out their emergency missions.
- For events that exceed Cabarrus County's response capabilities, Cabarrus County can elect to supplement its resources by requesting external assistance through the Emergency Management Assistance Compact (EMAC).

## **Section 6**

# **PLAN MAINTENANCE**

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The Cabarrus County Emergency Operations Plan (EOP) is developed under the authority of the Cabarrus County Government, the Emergency Management Department, and the departments and agencies identified in the plan. Maintaining a viable plan includes constant revisions, trainings, and exercises as well as after action reporting. The information presented below identifies plan updates, testing and exercises, as well as after action reporting.

## **6.1 Plan Updates**

The EOP should be reviewed and revised on an annual basis as well as after an exercise, training, or an actual incident requiring plan activation. The Emergency Management Department is the lead department in plan review and revision. It is recommended that the plan be reviewed and revised in coordination with other plans and documents included in the emergency management program (refer to exhibit 1-1). During the periods between the formal review and approval process there will likely be a number of minor changes to items such as personnel information, contact numbers, etc., that should proceed without approval by the Board of County Commissioners. Additionally, changes in authorities, references and best practices should also be considered. The Emergency Management Coordinator is responsible for coordinating and making such revisions.

## **6.2 Plan Testing, Training, and Exercises**

The plan should be exercised on an annual basis according to policies and principles identified by the Homeland Security Exercise and Evaluation Program (HSEEP). It is recommended that the exercise planning team utilize the building block approach identified by HSEEP to train, test, and exercise the plan. Refer to Attachment F for information on exercises and after action reporting.

## **6.3 After Action Review and Reporting**

Following a training, test, exercise, or plan activation, an after action report identifying strengths as well as area for improvements should be completed. During the next plan review, findings identified in the after action report should be considered for incorporation into the updated plan.



# Attachment A

## AUTHORITIES AND REFERENCES

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The following authorities and references are listed for reference purposes only and are not included in this planning document. Request for specific authorities and references listed should be directed to the publishing entity.

### **Local:**

- A. Code of Ordinances, Cabarrus County, Chapter 22, Article II, Emergency Management
- B. Code of Ordinances, Cabarrus County, Chapter 22, Article III, State of Emergency
- C. Code of Ordinances, Cabarrus County, Chapter 26, Emergency Services
- D. Code of Ordinances, Cabarrus County, Chapter 38, Article I, Flooding
- E. McGuire Nuclear Station Emergency Plan, Duke Power Company, December, 2012
- F. Cabarrus County Pandemic Influenza Plan. March, 2007
- G. Strategic National Stockpile Standard Operating Guide, Cabarrus Health Alliance, August 2005
- H. Cabarrus County Emergency Planning and Sheltering, University of North Carolina at Chapel Hill Capstone 2012
- I. Cabarrus County Fire Protection Study, 2012
- J. Local Mutual Aid Agreements and Understandings

### **State:**

- AA. Emergency Management Act of 1977, North Carolina General Statutes 166-A.
- BB. North Carolina Emergency Operations Plan, North Carolina Division of Emergency Management, 2012
- CC. State of North Carolina Radiological Emergency Response Plan for Nuclear Power Facilities, North Carolina Division of Emergency Management, January 2007
- DD. North Carolina General Statutes, Chapter 115C, Article 17, 242 (6), Use and Operation of School Buses
- EE. North Carolina General Statutes Chapter 14, Article 36A. Riots and Civil Disturbances
- FF. North Carolina General Statutes Chapter 104E, North Carolina Radiation Protection Act.
- GG. North Carolina General Statutes Chapter 147, Article 3D, 33.89, Business Continuity Planning
- HH. North Carolina General Statutes Chapter 95, Article 18, Hazardous Chemical Right to Know Act

II. North Carolina Executive Order 39, Implementation of the Emergency Operations Plan, November 2002

JJ. North Carolina Executive Order 43 Establishment of Statewide Citizen Corps Council

KK. Statement of Understanding between the State of North Carolina and the American Red Cross.

### **Federal:**

AAA. Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, signed into law November 23, 1988; amended the Disaster Relief Act of 1974, PL 93-288.

BBB. Presidential Executive Order 12148 – Federal Emergency Management

CCC. National Response Framework, Department of Homeland Security, 2013

DDD. National Incident Management System, Department of Homeland Security, December 2008

EEE. Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 2.0, November 2010

FFF. Federal Emergency Management Agency. Guidance for Developing State, Tribal, and Local Radiological Emergency Response Planning and Preparedness for Transportation Accidents, FEMA-REP-5. Rev 1, 1992

GGG. Public Assistance, Policy Digest, FEMA 321, January 2008

HHH. Public Assistance, Public Assistance Guide, FEMA 322, June 2007

III. Public Assistance, Applicant Handbook, FEMA 323, June 2007

JJJ. US Code, Title 42, Chapter 103, Comprehensive Environmental Response, Compensation, and Liability (CERCLA) and Title III of Superfund Amendments and Reauthorization Act of 1986 (SARA).

KKK. Code of Federal Regulations, Title 44, as amended

LLL. American Red Cross 3000 Series Disaster Regulations.

MMM. Presidential Decision Directive (PDD) PDD-39 "US Policy on Counter-Terrorism", May 1998.

OOO. Presidential Decision Directive (PDD) PDD-62, "Protection Against Unconventional Threats to the Homeland and Americans Overseas," May 22, 1998.

PPP. Homeland Security Presidential Directive 3, "Homeland Security Advisory System", March 11, 2002

QQQ. Homeland Security Presidential Directive 5, "Management of Domestic Incidents", February 28, 2003

RRR. Homeland Security Presidential Directive 8, "National Preparedness", December 17, 2003

SSS. Homeland Security Presidential Directive 10, "Biodefense for the 21st Century",

April 28, 2004

TTT. Local and Tribal NIMS Integration, Department of Homeland Security, Version 1.0

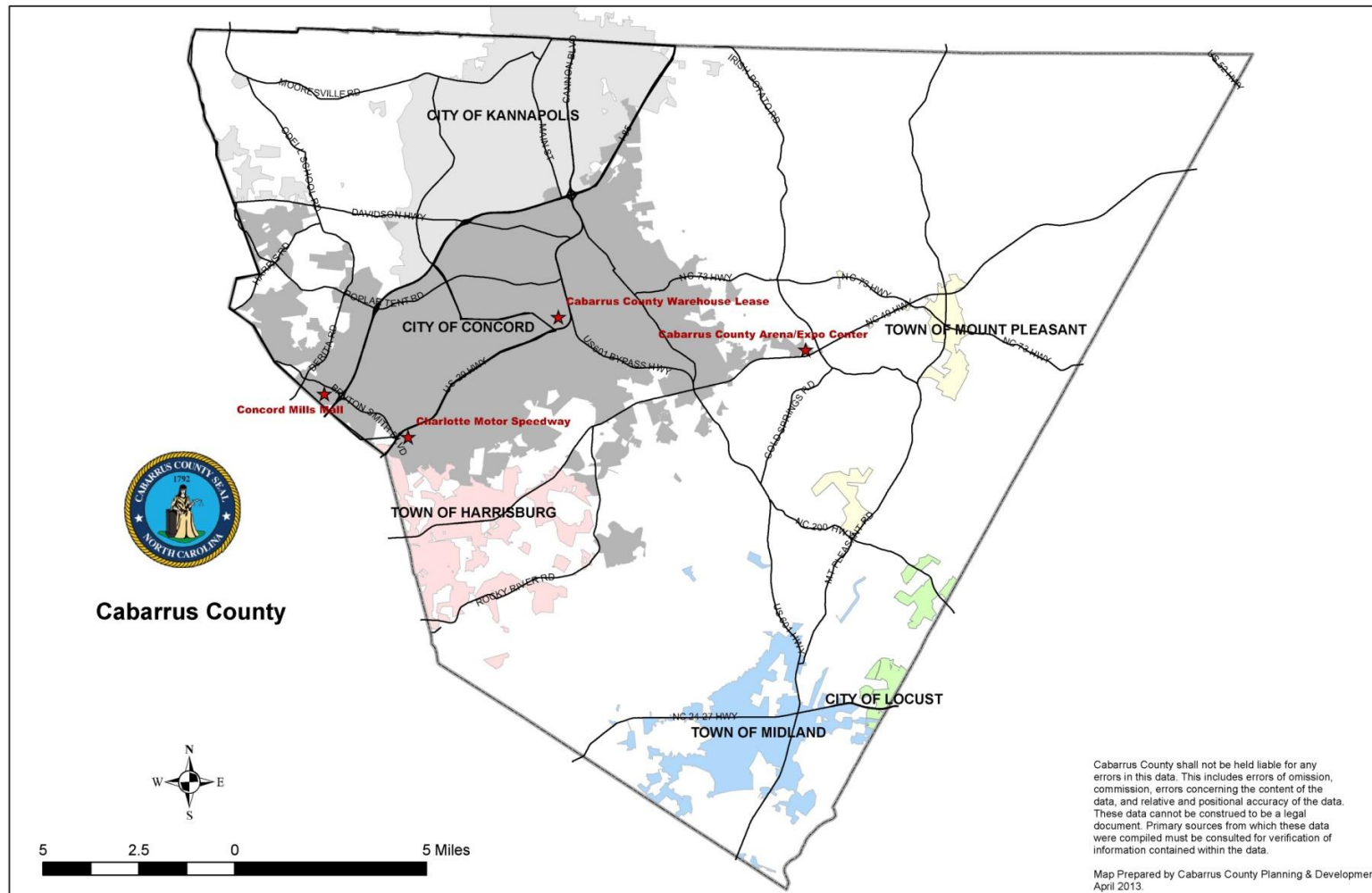
UUU. National Incident Management System (NIMS) Guide for County Officials, National Association of Counties, October 2006

VVV. Federal Communications Commission (FCC) Rules and Regulations. Part 73, Subpart G and H





# Attachment B COUNTY MAP

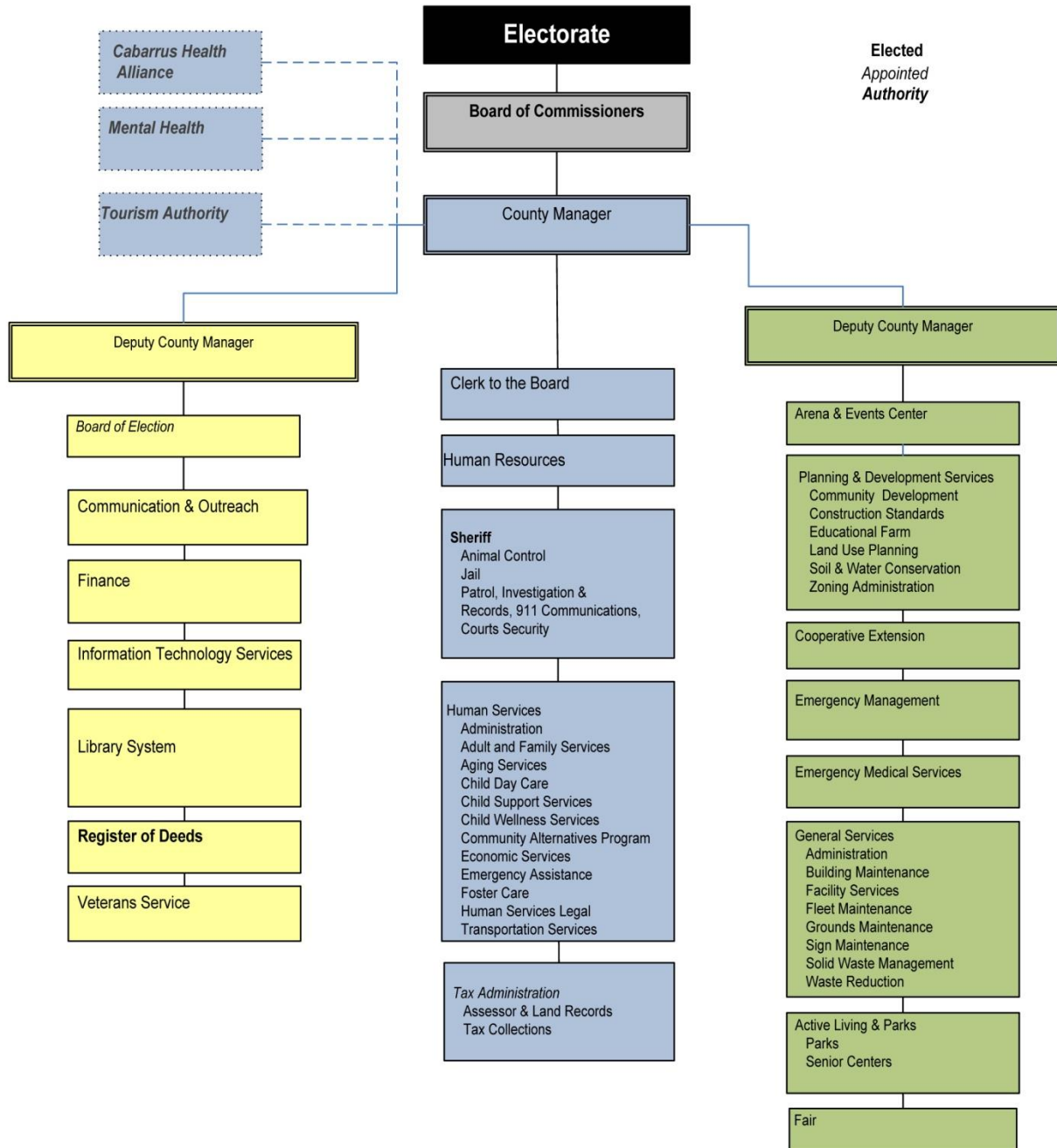




# Attachment C

## COUNTY ORGANIZATIONAL CHART

### ORGANIZATIONAL CHART





## Attachment D

# FUNCTIONAL RESPONSIBILITIES MATRIX

County Missions	Direction and Control	Communications	Notification and Warning	Public Information	Law Enforcement	Fire Protection	Emergency Medical Services	Search and Rescue	Public Works	Public Health	Evacuation	Transportation	Shelter & Mass Care	Damage Assessment	Recovery	Resource Management	Donations Management	Animal Control	Mortuary Affairs
National Response Framework Emergency Support Function	ESF 5 Emergency Management	ESF 2 Communications	ESF 5 Emergency Management ESF 13 Public Safety and Security	ESF 15 External Affairs	ESF 13 Public Safety and Security	ESF 4 Firefighting	ESF 8 Public Health and Medical Services	ESF 9 Search and Rescue	ESF 3 Public Works and Engineering	ESF 8 Public Health and Medical Services	ESF 5 Emergency Management	ESF 1 Transportation	ESF 6 Mass Care, Emergency Assistance, Housing and Human Services	ESF 3 Public Works and Engineering	ESF 14 Long Term Community Development	ESF 7 Logistics Management and Resource Support	ESF 7 Logistics Management and Resource Support	ESF 11 Agriculture and Natural Resources	ESF 8 Public Health and Medical Services
Active Living and Parks (includes Senior Centers)									S					S					
Amateur Emergency Radio Service (ARES)		S	S	S									S						
Board of County Commissioners (Chairman)	P			S						S	P		S	S		S			
Cabarrus Arena and Events Center													S			S	S		
Cabarrus Health Alliance (Public Health & Environmental Health)							S			P			S					S	S

## Attachment D

County Missions	Direction and Control	Communications	Notification and Warning	Public Information	Law Enforcement	Fire Protection	Emergency Medical Services	Search and Rescue	Public Works	Public Health	Evacuation	Transportation	Shelter & Mass Care	Damage Assessment	Recovery	Resource Management	Donations Management	Animal Control	Mortuary Affairs
National Response Framework Emergency Support Function	ESF 5 Emergency Management	ESF 2 Communications	ESF 5 Emergency Management ESF 13 Public Safety and Security	ESF 15 External Affairs	ESF 13 Public Safety and Security	ESF 4 Firefighting	ESF 8 Public Health and Medical Services	ESF 9 Search and Rescue	ESF 3 Public Works and Engineering	ESF 8 Public Health and Medical Services	ESF 5 Emergency Management	ESF 1 Transportation	ESF 6 Mass Care, Emergency Assistance, Housing and Human Services	ESF 3 Public Works and Engineering	ESF 14 Long Term Community Recovery	ESF 7 Logistics Management and Resource Support	ESF 7 Logistics Management and Resource Support	ESF 11 Agriculture and Natural Resources	ESF 8 Public Health and Medical Services
Cardinal Innovations Healthcare Solutions (formerly Piedmont Behavioral Health)										S			S						
CMC – NorthEast							S			P									
Cooperative Extension														S				S	
County Manager	S			S							S					S			
Emergency Management	P	S	S	S	S	S	S	P	S	S	P	S	P	S	S	S	S	S	S
Emergency Medical Services						S	P	S		S	S	S	S						S
Finance Officer (Deputy Finance Director)															P	P			
Fire Marshal	S	S	S	S		P	S	S			S			S		S			
General Services									P				S	S	P				

## FUNCTIONAL RESPONSIBILITIES MATRIX

County Missions	Direction and Control	Communications	Notification and Warning	Public Information	Law Enforcement	Fire Protection	Emergency Medical Services	Search and Rescue	Public Works	Public Health	Evacuation	Transportation	Shelter & Mass Care	Damage Assessment	Recovery	Resource Management	Donations Management	Animal Control	Mortuary Affairs
National Response Framework Emergency Support Function	ESF 5 Emergency Management	ESF 2 Communications	ESF 5 Emergency Management ESF 13 Public Safety and Security	ESF 15 External Affairs	ESF 13 Public Safety and Security	ESF 4 Firefighting	ESF 8 Public Health and Medical Services	ESF 9 Search and Rescue	ESF 3 Public Works and Engineering	ESF 8 Public Health and Medical Services	ESF 5 Emergency Management	ESF 1 Transportation	ESF 6 Mass Care, Emergency Assistance, Housing and Human Services	ESF 3 Public Works and Engineering	ESF 14 Long Term Community Recovery	ESF 7 Logistics Management and Resource Support	ESF 7 Logistics Management and Resource Support	ESF 11 Agriculture and Natural Resources	ESF 8 Public Health and Medical Services
General Services – Sustainability – Solid Waste									S										
Human Resources	S																		
Human Services			S	S							S		P		P				
Information Technology Services	S																		
Libraries	S																		
Medical Examiner (North Carolina Department of Health and Human Services - Office of the Chief Medical Examiner)										S									P
Nongovernmental Organizations (NGOs) [Habitat Cabarrus, Salvation Army, NC Baptist Men, etc.]	S		S	S				S		S			S		S	S	S		
Planning and Development	S																		

## Attachment D

County Missions	Direction and Control	Communications	Notification and Warning	Public Information	Law Enforcement	Fire Protection	Emergency Medical Services	Search and Rescue	Public Works	Public Health	Evacuation	Transportation	Shelter & Mass Care	Damage Assessment	Recovery	Resource Management	Donations Management	Animal Control	Mortuary Affairs
National Response Framework Emergency Support Function	ESF 5 Emergency Management	ESF 2 Communications	ESF 5 Emergency Management ESF 13 Public Safety and Security	ESF 15 External Affairs	ESF 13 Public Safety and Security	ESF 4 Firefighting	ESF 8 Public Health and Medical Services	ESF 9 Search and Rescue	ESF 3 Public Works and Engineering	ESF 8 Public Health and Medical Services	ESF 5 Emergency Management	ESF 1 Transportation	ESF 6 Mass Care, Emergency Assistance, Housing and Human Services	ESF 3 Public Works and Engineering	ESF 14 Long Term Community Recovery	ESF 7 Logistics Management and Resource Support	ESF 7 Logistics Management and Resource Support	ESF 11 Agriculture and Natural Resources	ESF 8 Public Health and Medical Services
Planning and Development - Chief Building Inspector (Damage Assessment Officer)														P	P				
Public Information Officer (Communications and Outreach)		P	P	P		S					P						S		
Red Cross - Cabarrus Chapter											S		S				S	S	
Register of Deeds	S																		
Risk Management	S																		
Sheriff's Department	S	S	S	S	P	S					P		S	S	S	S			
Sheriff's Department – Animal Control													S					P	
Sheriff's Department – Communications Lt.	S	P	P	S	S		S	S			S		S						
Superintendent of Schools											S	S	S						



## FUNCTIONAL RESPONSIBILITIES MATRIX

County Missions	Direction and Control	Communications	Notification and Warning	Public Information	Law Enforcement	Fire Protection	Emergency Medical Services	Search and Rescue	Public Works	Public Health	Evacuation	Transportation	Shelter & Mass Care	Damage Assessment	Recovery	Resource Management	Donations Management	Animal Control	Mortuary Affairs
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Tax Administration (includes Tax Assessor)														S	S		P		
Transportation Department (Public Transportation)											S	P		S			S	S	
Veterans Service (Affairs)	S																		
Water and Sewer Authority									S										
Municipal Fire Departments						S													
Municipal Law Enforcement					S														
Volunteer Fire Departments						S													
Municipal Public Works									S										

Note - P indicates Primary Agency; S indicates Support Agency.



## **Attachment E**

### **LOCAL RESOLUTIONS**

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Cabarrus County Emergency Management is responsible for emergency preparedness in Cabarrus County. The City of Concord and the City of Kannapolis have developed municipal emergency response plans and documents. The towns of Harrisburg, Midland, Mt. Pleasant, and Locust are all covered under the Cabarrus County Emergency Operations Plan (EOP) and program.



## **Attachment F**

# **EXERCISE AFTER ACTION REPORTS**

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Exercise after action report information is available through the Cabarrus County Emergency Management Department.